



# Vanderbilt

SPRING 2013

## Chancellor Zeppos Deconstructed

One man's vision for teaching, healing and discovery







## 1,000 WORDS NASHVILLE SHINES

Named America's friendliest city for three years running, Nashville has suddenly become a media darling, garnering rave reviews from *The Today Show*, *The New York Times*, *Rolling Stone*, *GQ*, *Condé Nast Traveler* and more in recent months. Music City is also the setting for the ABC drama *Nashville*. Vanderbilt is proud to bask in the reflected glory of its city, which more than 20,000 alumni call home. The university has a significant impact on the local economy, attracting more than 700,000 visitors to Nashville each year [see page 7]. Shown here under construction is the city's new 1.2 million-square-foot downtown convention space, the Music City Center. Photo by John Russell.





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# Vanderbilt

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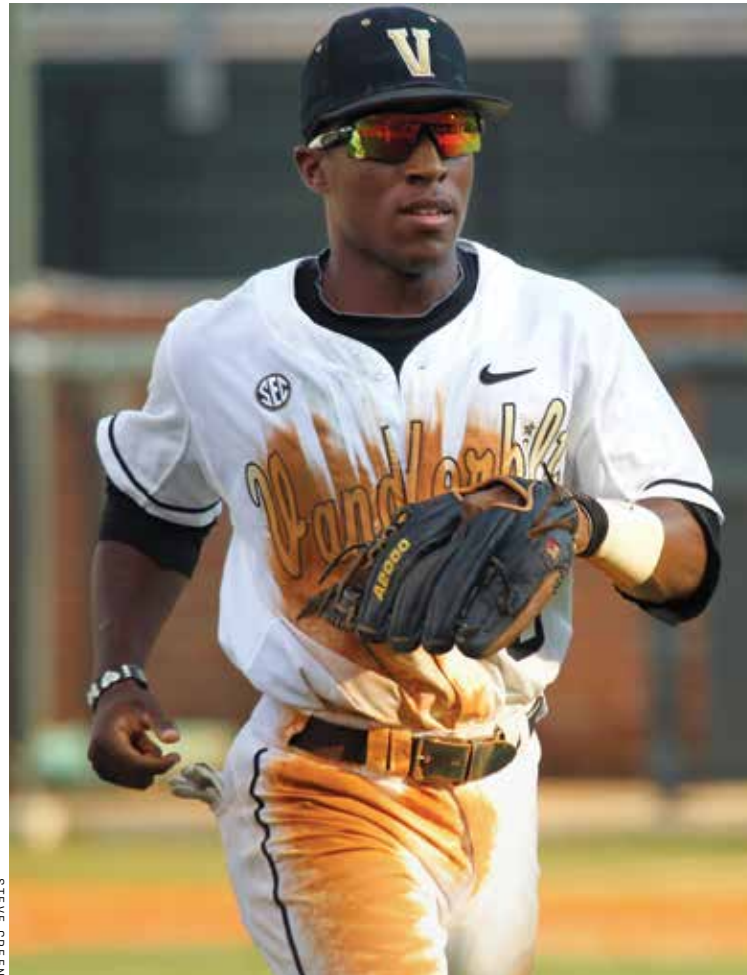
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*Vanderbilt Magazine* is published quarterly by the Vanderbilt University Office of News and Communications, Integrated Communications Group, from editorial and business offices at 110 21st Ave. S., Suite 802, Nashville, TN 37203. Phone: (615) 322-1003. Email: [vanderbiltmagazine@vanderbilt.edu](mailto:vanderbiltmagazine@vanderbilt.edu). Please send address corrections to Gift Processing Office, Vanderbilt University, PMB 407727, 2301 Vanderbilt Place, Nashville, TN 37240-7727; or email advance: [bioupdate@vanderbilt.edu](mailto:bioupdate@vanderbilt.edu). *Vanderbilt Magazine* is printed on recycled paper by Lane Press in Burlington, Vt.

Opinions expressed in *Vanderbilt Magazine* are those of the individual authors and do not necessarily reflect the views of the magazine or the university administration. Vanderbilt University is committed to the principles of equal opportunity and affirmative action.

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VANDERBILT  UNIVERSITY



STEVE GREEN

VANDERBILT'S SPORTS TEAMS ARE ENJOYING AN UNPRECEDENTED WINNING STREAK ON THE FIELD AND IN THE CLASSROOM. HERE, TONY KEMP HELPS SWEEP THE TEAM TO VICTORY WITH A 6-3 WIN OVER OLE MISS AT HAWKINS FIELD LAST SPRING. STORY STARTS ON PAGE 36.

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## EPILOGUE

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# Milestones, Bridges *and* MOOCs



GWENDA KACZOR

Our cover story marks the fifth anniversary of Nicholas Zeppos' tenure as chancellor. While reading Jim Patterson's account of the past five years, what struck me most was the number of major changes at Vanderbilt during that short span of time, many of them highly visible. If you're in a Reunion class this year and trying to decide whether to come back for Homecoming this fall, I'd urge you to make the effort not only for the chance to meet up with old friends, but for the opportunity to see a transformed campus.

Zeppos began teaching at Vanderbilt as an assistant law professor in 1987, within a few months of the time I began working here. By then Colleen Conway-Welch was already shaking things up in Godchaux Hall. The young, fearless, glamorous new School of Nursing dean had arrived on campus two years earlier at a precarious time in the school's life. Expanded opportunities for young women in other fields, combined with competition from nursing programs at less costly public institutions, had brought Vanderbilt School of Nursing to a crossroads with no clear direction.

The *Vanderbilt Nurse* was the first publication I edited at Vanderbilt, so I had a front-row seat as Conway-Welch dismantled the bachelor's program in nursing and ushered in an era of advanced practice nursing. The resulting bridge program brought together two unlikely groups: nurses who had experience but no bachelor's degrees, and students who had earned bachelor's degrees in other fields but had no nursing background. Both groups emerged at the other end of the program with master's degrees in nursing.

During the several years I was involved with the School of Nursing, I never heard its alumni express anything but pride in and enthusiasm for Conway-Welch and her bold plans. Among Vanderbilt's 10 schools, she was, at the beginning of her tenure, the only female dean. Now the College of Arts and Science and Peabody College both have female deans, as will

the Divinity School with the arrival this summer of Emilie Townes. (Look for more about that in the next issue of *Vanderbilt Magazine*.)

Nursing also was the first school at Vanderbilt to embrace the concept of distance learning, something that has helped the school grow to its present size. See our feature article on page 42 for a look at Conway-Welch's lasting legacy at Vanderbilt and on the nursing profession.

And to learn about the latest in distance learning, check out Doug Schmidt's account of his experience teaching one of Vanderbilt's first MOOCs (massive open online courses). Don't let the title of his online course—"Pattern-Oriented Software Architectures for Concurrent and Networked Software"—scare you off. Schmidt, professor of computer science and associate chair of the computer science and engineering program at Vanderbilt, offers an accessible and fascinating introduction to an important new trend in higher education.

Online at [vu.edu/magazine](http://vu.edu/magazine), make sure you check out our gallery of reader-submitted photographs. Then think about sending us a photo yourself—we're featuring a reader-submitted photo on the back cover of each issue. Send your photo to [vanderbiltmagazine@vanderbilt.edu](mailto:vanderbiltmagazine@vanderbilt.edu).

Thanks for your words of praise and constructive criticism about the new magazine format. As I've said here before, readers provide us with some of our best ideas and never cease to surprise and delight us with nuggets of information about all things Vanderbilt.

—GAYNELLE DOLL, *EDITOR*

### NOW WITH 98 PERCENT LESS GUILT

I used to secretly prefer reading my husband's UC-Berkeley magazine, smothering my feelings of guilt at seeing the Vandy issue at the bottom of a dusty pile. The Winter 2013 issue, however, suffered no such fate. The stories of fascinating research and amazing people caught and held my interest in a brand new way. I'm sorry, but I'm just not interested in lists of which professors had quotes in specific journals and newspapers. I *am* interested in how professors and students are discovering and creating new ideas and how these advancements will affect the world.

Got to go—running to the library to get James Patterson books for my middle school-aged boys.

REBECCA KING, BS'89, MBA'90  
*Unionville, Pa.*

Kudos on the new *Vanderbilt Magazine*. If you had any trepidation about how the changes would be received by alums, I think it has been laid to rest. I can't imagine there is a better alumni magazine in the country. For many years I only looked for class notes and the obituaries of my contemporaries, but I read the Winter 2013 edition from cover to cover. The articles were interesting and gave a sense of pride that I am a graduate of a school with such excellence and a sense of purpose. And the color pictures were icing on the cake.

I shall look forward with great anticipation to the spring edition of *Vanderbilt Magazine*.

WILLIAM F. SANDERSON JR., BA'65  
*Dallas*

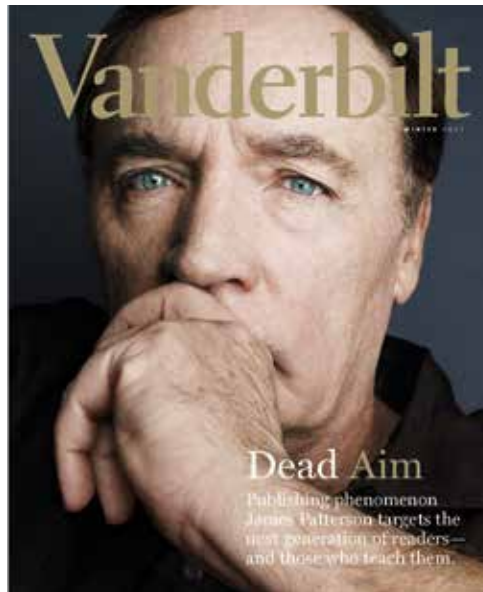
I received my copy of the "new" *Vanderbilt Magazine* yesterday, and am very much impressed. It is absolutely beautiful—another reason I am a loyal alumna of this amazing school of learning. Thank you so much for your vision.

LORNA J. DAIGLE, MA'84  
*Las Vegas*

### TINY TYPE, SHINY PAPER

As a Vanderbilt graduate I have always enjoyed reading *Vanderbilt Magazine*. I am 58, in good health, and have "normal" eyesight. (I wear eyeglasses with reading bifocals.) I normally read magazines such as yours in bed at night before I nod off to sleep.

However, the last issue was, at least to me, very difficult to read, due to what I perceive to



be much smaller print size than in the past. I felt that I needed a magnifying glass to read the articles in the magazine, and got a headache.

Also, the "colored" backgrounds and type colors (under a bright reading lamp and printed on shiny paper) also made your magazine difficult to read.

GLENN A. HOSKINS, BA'76  
*Lexington, Ky.*

I think the new design is great—I normally don't sit down to read the entire magazine, but with this issue I did!

With that said, I do have a problem with the typeface used for captions. While writing user guides for the telecommunications industry "back in the day," we learned that text in all caps was too hard to read. It is also easier for the brain to recognize fonts with serifs. So, my research may be very old, but I found it difficult to read the captions. Proportional spacing made it even more difficult. Page 37 is a good example of what I didn't like about the magazine.

BECKI WHITTINGTON, BA'72  
*Broomfield, Colo.*

### LONG AND SHORT OF IT

Got the new magazine yesterday. It is interesting and will take a bit of getting used to, but it is obvious you put a lot of deep thought into it. I think I will like it. It is not that I *don't* like it, but change takes a bit of time to accept. Anyway, you asked for comments, and you will find

my random thoughts below.

I loved the page 12 "Impression" photo of the new sculpture [*Tumbleweed*]. I did not know there were 72 pieces of sculpture on campus, though I am intimately familiar with one of them—the one between the Law School and Wilson Hall which I donated about 10 years ago. I think you should feature a photo of a piece of public art in each magazine.

I thought the James Patterson article ["Dead Aim"] was particularly interesting, and gave an entirely new insight into this author. I was impressed with his Readkiddoread website, and passed it along to both of my children who are teachers.

I thought some of the articles, particularly the shorter ones, ended too abruptly. They felt incomplete to me and left me wanting more. I thought that was particularly true of the article about the Kissam demolition.

That said, however, with all the historic and interesting buildings on campus, why not feature one building in each magazine and give a brief history of it, and its importance in Vanderbilt's development—along with a photo, of course.

Finally, in the Prologue and Research sections, I noted there were no author bylines.

Overall, I find that I liked the new format more at the end of this note than I did at the beginning. It will just take some getting used to. Thanks for your fine work.

DAVID BLUM, BA'77  
*Northfield, Ill.*

The new format is excellent. I think I read more of this issue than any in the past because the articles were easier to find, short and informative. Keep up the good work.

JIM MONROE, '66  
*Kingwood, Texas*

### THUMBS UP

I always enjoy reading *Vanderbilt Magazine*, but your latest issue is just so classy. What a wonderful tribute to James Patterson. Learning about Dean Fauchet's vision for the School of Engineering was enlightening, and I smiled widely about the partnerships with Fisk and Meharry—finally!

Thank you for a great read and an even greater experience!

YVONNE SIMMONS HOWZE, EDD'90  
*Jacksonville, Fla.*



Your innovation and creativity, in both design and content, have produced a super magazine—a keeper. Congratulations.

GEORGE H. BOLLING, BA'62  
*Thurmont, Md.*

I brought the Winter 2013 magazine to my office hoping to have a second or two during my busy day to thumb through it. When I picked it up, I was so impressed that I could not put it down quickly.

The articles were interesting and extremely well written, and the photography was captivating. What a beautiful magazine!

MELINDA J. MACCONNEL  
*Freshman parent  
Tampa, Fla.*

Thanks for a great Vandy magazine. It is high time a great university had a magazine commensurate with its level of eloquence and prominence.

ARTHUR BOOTH, BA'62,  
and LINDA BOOTH, BA'63  
*Kiawah Island, S.C.*

My daughter is a sophomore at Vanderbilt. I just received my first copy of *Vanderbilt Magazine*—or, if I did ever receive one before, it never looked like the Winter 2013 issue. Congrats to the editorial and design staff. I am a custom publisher and have a great appreciation for great design and content. I am very impressed.

CAROL BRENNER  
*Sophomore parent  
Weston, Fla.*

Over the years, I've read—at least scanned—many issues of the magazine. I was much impressed with the winter issue—it seems fresh with timely and interesting articles. Perhaps it's just me, but I had the sense of a step up in quality and relevance of the magazine.

BILL CORLEW, BE'59  
*St. Louis*

### THUMBS DOWN

Within recent years I can recall at least three redesigns of the magazine. The first resulted in an effort suggesting the outpouring of a deconstructionist English professor and lasted only briefly, perhaps because of irritating others than myself. The second, and predecessor to the present iteration, put forth an interesting

magazine that merited much more time than flipping through the reports of activities and deaths of one's fellow classmates requires.

Alas, the present model seems to have reverted to more of an advertising journal trying to show off university successes, with only a few articles of interest. I found it quite easy to browse through within a few minutes, including the time required for checking the "Epilogue."

In a time of reviewing financial priorities for institutions of higher education—and rightly so, in view of the frills and excessive amenities being provided by so many in the field—perhaps that explains the recent change. However, without reference to whatever the perceived intention of the publication may be or to its cost, I find the recent changes to have reduced the overall quality of the magazine and its interest to me. In its present form, I would be satisfied with a much smaller newspaper-style quarterly journal similar to that put out weekly by the Medical Center, but with the usual alumni news.

ROLLAND F. REGESTER, BA'57, MD'60  
*Knoxville, Tenn.*

### JFK AT VANDERBILT

I attended Vanderbilt during the 1963–64 academic year. Your article regarding the JFK visit ["Through History's Lens," Collective Memory] was nostalgic on several levels. As a high school senior in Nashville and a Roman Catholic who had been told by some of my Protestant friends

that we could never allow one to become president, JFK was a transformational character—also because he seemed so much younger and more vibrant than his recent predecessors.

A friend, Harry Curlin [BA'67], and I went to the speech at Dudley Field. We heard JFK was headed to the governor's residence on Curtiswood Lane after the speech, so we hustled over there and joined a group of maybe 20 people that formed a small cordon at the entrance to the mansion.

A couple of things come to memory. A man wearing a trench coat on a warm day was approached by Secret Service agents, refused to cooperate, and was rather forcefully put on the ground, face first, and hustled off to a waiting car. This whole event took less than a minute and was barely noticed by the group of people alongside the street.

As JFK and the governor, Buford Ellington, approached in a convertible, the president passed close enough for me to touch. I said, "Hi, Jack." As a 17-year-old kid raised in the South, I instantly felt I had been disrespectful. But he graciously spoke back, and I can remember seeing him looking back at me like it was yesterday.

Five years after that, I was in Vietnam as a helicopter pilot and became acquainted with a man who had served in the Presidential Flight Detachment, flying both JFK and LBJ. As we talked he recalled picking up JFK at my school, John Overton High School, less than a mile from the governor's residence, and flying him

The image shows a page from the Winter 2013 issue of Vanderbilt Magazine. The main headline is "Through History's Lens" in a large, serif font. Below it, a sub-headline reads "A TRIP TO THE JFK LIBRARY BRINGS LONG-FORGOTTEN IMAGES TO LIGHT" and the author is listed as "BY BOB HANCOCK, BA'71". The page features a large, stylized blue letter 'V' on the left side. To the right of the 'V', there are several photographs: a top photo of JFK at a podium, a middle photo of a large crowd, and a bottom photo of JFK in a military-style uniform. The text of the article is arranged in columns around these images. At the bottom of the page, there is a small caption for the bottom photo: "JFK in military uniform, 1957. Photo by [unreadable]."

down to Muscle Shoals, Ala., to meet with Gov. George Wallace.

In the *Vanderbilt Magazine* picture showing the helicopter and the two pilots, obviously one of them (I couldn't tell you which, as they are through the windshield with sunglasses) was my friend Howard Estes.

Thanks for bringing back some fond memories.

BILL BEASLEY  
Ponte Vedra Beach, Fla.

I read Rob Hammond's article about President Kennedy's visit to Vanderbilt in 1963 with equal parts fascination and nostalgia. I was a student at the time and still remember sitting in the stadium listening to his call for education as a key to citizenship.

It was also gratifying to see the photograph of Linda Armstrong, BA'63, seated on the dais behind the president. I was a freshman and Linda a senior at the time, and although we were not acquainted, I knew her reputation for integrity and leadership.

A few years later, living in Huntsville, I discovered that my family and Linda's shared a church home and many friends. It should be no surprise that Linda (Linda Armstrong Causey

by then) was devoted to her family, her friends and her faith. Our admiration for Linda grew with every passing year, and our friendship with her family continues.

Unfortunately, we lost Linda to cancer last summer, but her influence remains in this community and in the hearts of all who knew her.

ROSS WARD, BE'66  
Huntsville, Ala.

### WEBSTER, USE AND USAGE

The magazine is obviously an excellent one, especially well written. I would like to read about current student life on campus. The magazine is somewhat too "highbrow" for my liking. Sometimes I have to use a dictionary to understand the meaning of words. I graduated from Vandy undergraduate school, went to graduate school, was a banker for 28 years, and rose to the presidency/CCO and am not the brightest alumnus, but your magazine is sometimes way over my head.

HOWARD D. OREBAUGH, BA'61  
Cary, N.C.

In a letter to the editor [Winter 2013], Robert Query delivered a pointed critique of *Vander-*

*bilt Magazine's* use of the word "transitions" as a verb in an article title. He declared the word a "laughable pseudo-word" and its appearance "an embarrassment."

Languages tend to change over time; a novel word or construction is neither incorrect nor pseudo-correct. While language change by itself cannot completely justify a writer's choice of word, Mr. Query apparently ignored the fact that the verb form of "transition" has been in use since 1946 or earlier (Merriam-Webster).

Even if the word had come into common usage much more recently, it would by no means be an inferior word. It follows common English morphological processes, and is at least perfectly intelligible, if not completely normal, to any English speaker.

BEN CHOCIEJ, BE'11  
St. Louis

*We welcome your letters in response to contents of the magazine. We reserve the right to edit for length, style and clarity. Mail signed letters to GayNelle Doll, editor, Vanderbilt Magazine, PMB 357737, 2301 Vanderbilt Place, Nashville, TN 37235-7737; or send email to vanderbilt-magazine@vanderbilt.edu.*

### UPDATE

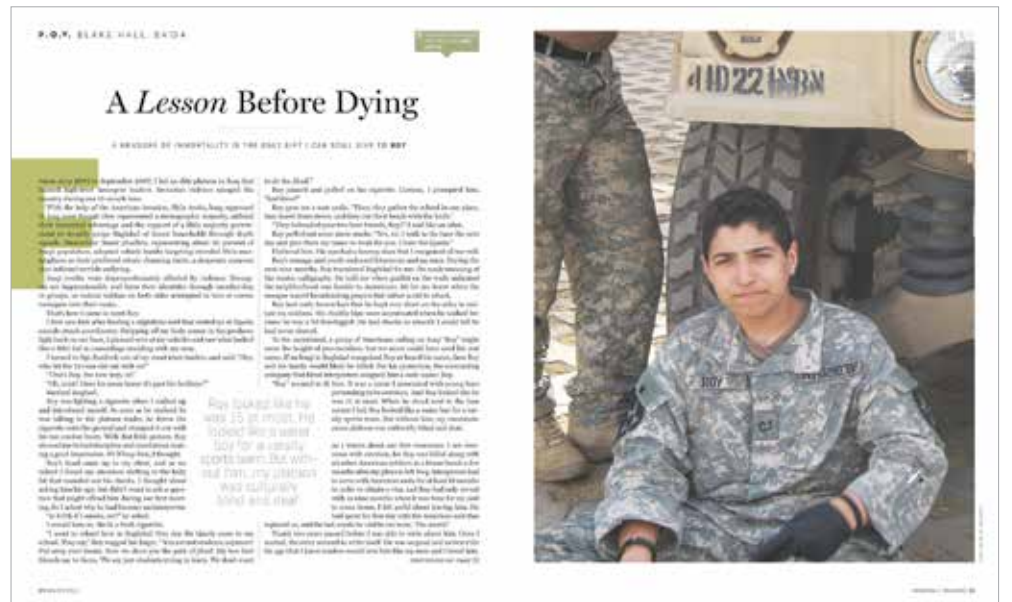
### A LESSON BEFORE DYING

Kudos to everyone for publishing the best edition of *Vanderbilt Magazine* ever. Excellent articles and illustrations. "A Lesson Before Dying" by Blake Hall gave me another perspective on that conflict and the Iraqi culture. Keep up the great work.

ANDREW J. SOLTYS JR., MA'76  
Cordova, Tenn.



JILL REPLEGGE



**Editor's Note:** Blake Hall, BA'04, who wrote the essay "A Lesson Before Dying" for the Winter 2013 issue, notified us in February that his years-long effort to bring his slain young Iraqi translator's family to America had finally paid off. For an account of the joyous occasion, go to [vu.edu/roy-family](http://vu.edu/roy-family). In this photo at left, taken Feb. 12, Hall meets Roy's mother for the first time at San Diego International Airport.



# PROLOGUE

## \$8.6 Billion

STUDY REVEALS IMPACT ON  
TENNESSEE'S ECONOMY

Tennessee reaps enormous benefits from Vanderbilt's presence in the state, according to a report that measures economic activity for the fiscal year ending June 30, 2012.

Analysis prepared by Austin, Texas-based TXP Inc. reports that Vanderbilt, the second-largest private employer based in the state, generated an economic impact of \$8.6 billion for the fiscal year. Also of note:

- Economic activity supported 58,000 total jobs with wages and benefits in excess of \$3.4 billion. That included Vanderbilt's 25,000 full- and part-time staff and faculty.
- Vanderbilt spent \$86.6 million on construction, building and leasehold improvements. These expenditures supported hundreds of local jobs in construction and building maintenance.
- Vanderbilt-related activity attracted 700,000 visitors to campus, including patients, parents and athletic enthusiasts, creating jobs and wages for businesses and vendors in the community.
- Tennessee tax revenue generated by Vanderbilt and related activities drove an estimated \$221.6 million into state coffers.

"The overall economic and societal impact of Vanderbilt University is truly staggering. The depth of their impact saturates not only Middle Tennessee and Tennessee's rural communities, but indeed regions throughout the state," notes Catherine Glover, president of the Tennessee Chamber of Commerce and Industry. "These areas of impact are diverse, ranging from health care to education and true workforce and economic development."

Read more at  
[vu.edu/vitalstats](http://vu.edu/vitalstats)

JOHN HERSEY



Watch a powerful Vanderbilt video about Lawson's fight for civil rights in 1960s Nashville and his return to the university at [vu.edu/lawson-papers](http://vu.edu/lawson-papers)



NEIL BRAKE

# Courage to Dissent

JAMES LAWSON DONATES PAPERS

The Rev. James M. Lawson Jr. has donated a significant portion of his papers to Vanderbilt Libraries' Special Collections. Lawson joins several other important civil rights figures who have donated or committed historic papers to Vanderbilt.

"Despite certain events of the 1960s, Vanderbilt's vision and I have never broken step," says Lawson. "In the light of the 'Great Movement' that happened in Nashville, I hope Vanderbilt will become a major center for the study of the nonviolent direct action campaigns of 1953-1980 and the moral and social earthquake those campaigns caused."

Described by the Rev. Martin Luther King Jr. as "the leading nonviolence theorist in the world," Lawson studied the Gandhian movement in India as a young man. He applied as a transfer student from Oberlin to Vanderbilt Divinity School in 1958 and helped organize sit-ins of segregated lunch counters in downtown Nashville. In 1960 the executive committee of the Vanderbilt Board of Trust voted to expel Lawson, a move that generated national headlines and prompted some faculty members to resign in protest. A compromise was worked out to allow Lawson to complete his degree, but he chose to transfer to Boston University.

Lawson later served as director of nonviolent education for the Southern Christian Leadership Conference and participated in numerous other civil rights efforts. He lives in Los Angeles.

*Expelled from Vanderbilt in 1960, James Lawson returned as a distinguished visiting professor nearly 50 years later.*

Young alumni, you've been challenged to give! Read more about the GOLD Challenge on page 65 of this magazine or at [vu.edu/gold-challenge](http://vu.edu/gold-challenge)

Named a Vanderbilt Distinguished Alumnus in 2005, he taught on campus from 2006 to 2009 as a distinguished visiting professor. The James M. Lawson Jr. Chair at Vanderbilt was established in his honor in 2007. Lawson received Vanderbilt Divinity School's first Distinguished Alumnus Award in 1996. In 2002 he was recipient of the Walter R. Murray Jr. Distinguished Alumnus Award by the Association of Vanderbilt Black Alumni.

During Lawson's recent visiting professorship, he was among original Freedom Riders who retraced with Vanderbilt students, faculty and staff the 1961 Freedom Rides to Montgomery and Birmingham, Ala. Watch a video about the trip at [vu.edu/freedom-ride](http://vu.edu/freedom-ride).

## PHILANTHROPY

### Milestone for Opportunity Vanderbilt

Opportunity Vanderbilt is the epitome of a community effort. As of April 2013, the initiative has received nearly \$150 million to support undergraduate scholarship endowment, thanks to the generosity of alumni, parents and other supporters.

Undertaken in 2008, Opportunity Vanderbilt is the biggest investment in financial aid in Vanderbilt history. It represents the university's commitment to ensure access to all eligible students, regardless of a family's ability to pay. Vanderbilt is among only a handful of universities nationwide that are need-blind in the admissions process, meet full demonstrated need for all undergraduates, and do so without including need-based loans in financial aid packages.

Kathleen Cardell, a first-year student at Peabody College and recipient of the Madden Family Scholarship, recalls her reaction when she learned about her scholarship. "It showed me how much Vanderbilt is invested in ensuring students have the best opportunity possible here," she says. "It just would not be possible for me to be here without the scholarship."

Though a great achievement, the \$150 million milestone also serves as a reminder that Vanderbilt is still far from securing the endowment necessary to support the full financial aid needs of all talented undergraduates. Learn how you can help at [vu.edu/oppvu](http://vu.edu/oppvu).



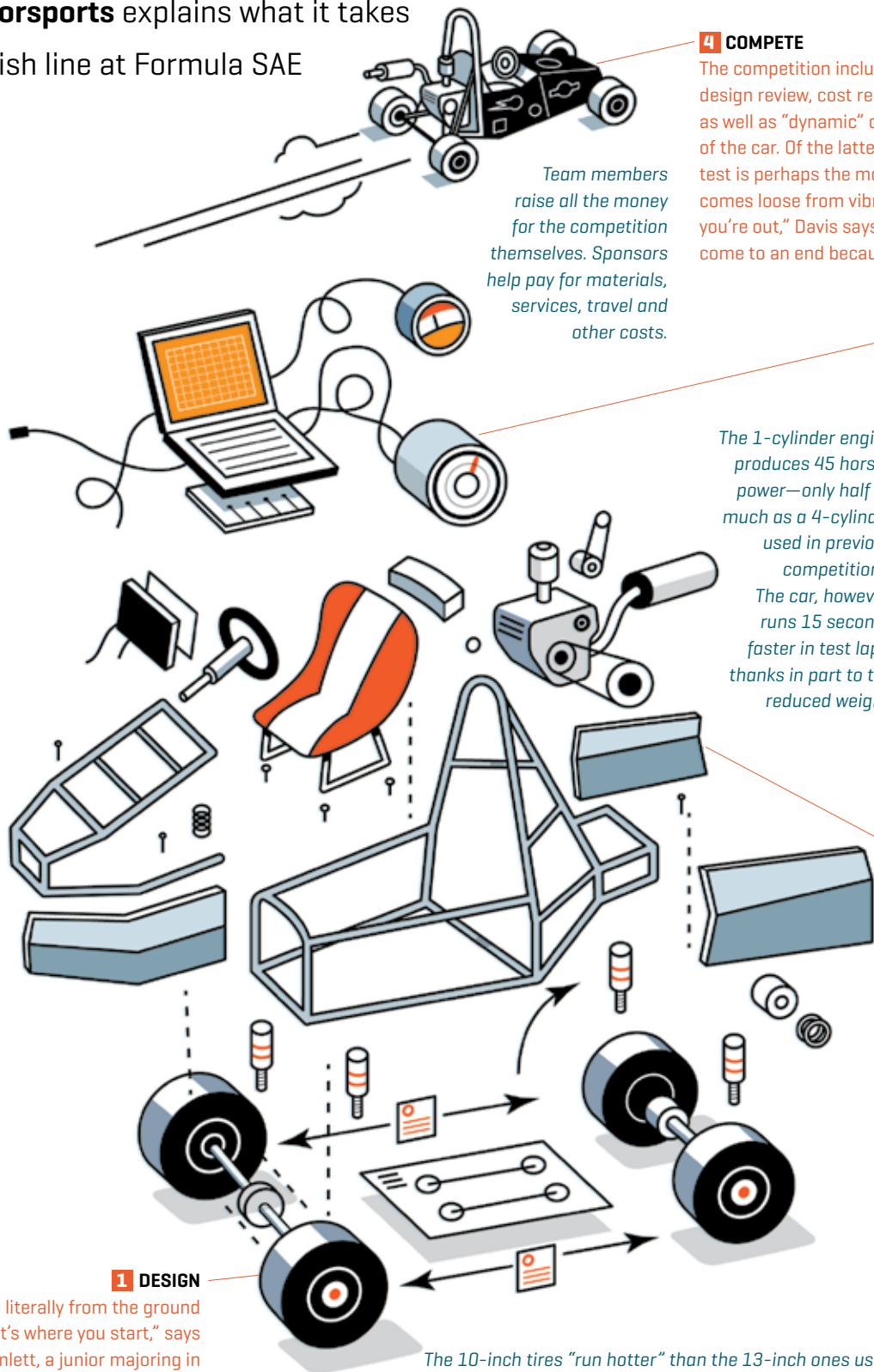
## Vanderbilt Motorsports explains what it takes to cross the finish line at Formula SAE

Vanderbilt Motorsports, an extracurricular team of School of Engineering undergraduates, will compete in May 2014 in the annual Formula SAE [Society of Automotive Engineers] event at Michigan International Speedway near Detroit. The event is the culmination of a yearlong process to develop a small, affordable formula car that could be marketed to amateur racers.

Teams are judged not only on the design and performance of their cars but also on the quality of their business presentations. The judging criteria are so strict that, of the 120 teams that enter each year, typically fewer than 40 cross the finish line.

"I know it sounds strange," says Phil Davis, an engineer in the School of Engineering dean's office who advises the Motorsports team, "but many teams enter just hoping to finish the competition rather than win it. We would love to win, of course, but it's really more about the learning experience."

The car's design begins literally from the ground up. "The tires—that's where you start," says team leader Eric Bramlett, a junior majoring in mechanical engineering. "You look at the tire data and figure out how they're going to perform. Then you design a suspension that can hold them, and from there you start connecting the dots."



### 1 DESIGN

### 4 COMPETE

The competition includes "static" events, like the design review, cost report and business presentation, as well as "dynamic" ones that test the performance of the car. Of the latter, the 22-kilometer endurance test is perhaps the most demanding. "If something comes loose from vibration, you're out. If you drip oil, you're out," Davis says. "An entire year's work could come to an end because of one small mistake."

### 3 TEST

The team fine-tunes the car's design and performance before competition by testing it on local racetracks and in empty parking lots. "We're trying to find that balance between reducing the weight as much as possible while also making sure that things don't fail," Bramlett says. "If the car could hold together just long enough to reach the finish and then fall apart, that would be ideal."

### 2 BUILD

Team members work from their designs in CAD [computer-aided design] software to make many of the car parts themselves in the School of Engineering's machine shop. "We've always felt like you learn more when you build your own parts," Davis says. "Plus, it forces you to make the parts simple—and simple means less cost and fewer problems."

The 10-inch tires "run hotter" than the 13-inch ones used in previous competitions—which means better traction. The smaller size also means lighter wheels and suspension.

HARRY CAMPBELL



# High Fidelity

## COCHLEAR IMPLANTS: DRAMATICALLY BETTER HEARING

Imagine hearing the words and tone of your dining companion in a crowded restaurant when once you heard overwhelming noise. Long-time cochlear implant users are now reporting dramatic improvements in hearing, thanks to Vanderbilt researchers.

“Our automated image-guided programming method can dramatically improve a person’s hearing with a cochlear implant, even if implantation happened a long time ago,” says Benoit M. Dawant, the Cornelius Vanderbilt Professor of Engineering and director of the Vanderbilt Initiative in Surgery and Engineering (ViSE).

More than 200,000 people worldwide have cochlear implants, and the number of newly implanted recipients is increasing rapidly. Although cochlear implants are considered standard-of-care treatment for severe to profound hearing loss, the quality of hearing is not on par with normal fidelity and recipients may experience only marginal hearing restoration. Users from the newly implanted to the long-term could experience better hearing with Vanderbilt’s new programming process.

Vanderbilt’s interdisciplinary research team drew on the work of students, professors and medical professionals from the School of Engineering, School of Medicine, Vanderbilt University Medical Center and Vanderbilt Bill Wilkerson Center. In addition to Dawant, the team included audiologist

*Audiologist René H. Gifford, left, adjusts the external sound processor worn by patient Ally Sisler-Dinwiddie, AuD’07. Having her cochlear implant remapped has made a huge difference in her quality of life, says Sisler-Dinwiddie.*

René H. Gifford, MS’97, assistant professor of hearing and speech sciences and audiology director of Vanderbilt’s cochlear implant program; Dr. Robert F. Labadie, professor of otolaryngology and associate professor of biomedical engineering; and then-graduate student Jack H. Noble, BE’07, MS’08, PhD’11, now a research assistant professor in electrical engineering and computer science.

The new automatic technique uses patients’ pre- and postoperative CT scans to determine the location of implanted electrodes and where overlap is occurring, possibly causing interference in the transmission of signals. The image-guided strategy and software, which Noble developed as a Ph.D. student, then pinpoint which electrodes can be turned off—thereby improving hearing fidelity. No surgery is required, and the process can be accomplished in one office appointment.

The project continues to enroll new study participants. Currently, adults are being recruited, although Gifford, who is also director of pediatric audiology at Vanderbilt, says she believes children in particular will benefit from the new programming because it can be mapped with or without responses from the patient.



JOHN RUSSELL

# Owen Exit

## JAMES BRADFORD STEPS DOWN

After eight years at the helm of Vanderbilt Owen Graduate School of Management, James W. Bradford Jr. will exit as dean when the academic year closes.

Bradford was named Owen’s fifth dean in 2005 after having served as acting dean for nine months. He came to Owen in 2002 to teach strategy in the Vanderbilt MBA program after nearly two decades as a corporate executive. Bradford, JD’73, practiced law from 1973 to 1984, serving as general counsel for AFG Industries before accepting the position of president and CEO of that firm.

He spearheaded the development and launch of several degree programs: a full-time health care MBA and a master of management in health care for working professionals; two master of accountancy programs; a master of science in finance; and an Americas MBA for executives. He also oversaw the creation of Accelerator, a 30-day intensive sum-



mer program for undergraduates, as well as a leadership development program developed in partnership with Korn-Ferry.

“Jim Bradford has built important connections with the business community and with Owen alumni; those connections have resulted in strong support for Owen and have opened doors to our students as they embark on their post-Owen careers,” says Richard McCarty, provost and vice chancellor for academic affairs. “Above all, Jim has been a powerful champion for Owen students in a very tight job market.”

Under Bradford’s leadership, quality and diversity of Owen students have improved significantly. Student and employer satisfaction have steadily risen. Financial support from alumni and friends of the school has resulted in the endowment of 19 new school scholarships and eight new faculty chairs.

He serves on several corporate boards and recently became chairman of the board of directors for the Graduate Management Admissions Council, the organization that administers the GMAT exam.

“I am proud of what we have been able to accomplish at the Owen School,” says Bradford. “I am ready to take on the next challenge, enjoy life, and be with my wife of 44 years and large family.”

James Bradford



JOHN RUSSELL



ISTOCKPHOTO

## Forgotten Plague

### CENTER TARGETS TUBERCULOSIS

Although tuberculosis infection rates are falling, nearly 9 million new cases were reported worldwide in 2011 and 1.4 million people died from the disease, according to the World Health Organization. More than 10,000 new cases and about 500 deaths were reported in the United States that year.

The Vanderbilt Tuberculosis Center has been established to improve treatment and prevention of this often fatal disease. Dr. Timothy Sterling, the David E. Rogers Professor of Medicine, is director of the center. His research has significantly advanced treatment and prevention of the highly infectious bacterial disease, which primarily attacks the lungs.

Administratively housed within the Vanderbilt Institute for Global Health, the new center provides a focal point for collaborative research with the Metro Nashville Public Health Department and Tennessee Department of Health, and with international partners in Africa, Asia and Latin America.

Vanderbilt already participates in TB research in Latin America through the Tuberculosis Trials Consortium and the Caribbean, Central and South America (CCASA) network. Projects in Africa are underway in Mozambique, Nigeria, South Africa and Zambia, and new projects are planned in China, India, Vietnam and in South Africa, through the KwaZulu-Natal Research Institute for TB and HIV in Durban.

Closer to home the new center has forged alliances with the Vanderbilt Institute for Medicine and Public Health and the infectious disease divisions in the departments of medicine and pediatrics.

#### APPOINTMENTS

### Anderson named university general counsel

The former deputy general counsel of the U.S. Department of Homeland Security arrived at Vanderbilt in March to become the university’s new general counsel. Audrey J. Anderson, who previously was a partner in the Washington, D.C., law firm Hogan and Hartson LLP, brings a wealth of experience from service in private practice, government service and teaching.

The general counsel provides legal advice to all Vanderbilt departments and manages all litigation proceedings on behalf of Vanderbilt.

“For an institution as vast in scale and scope as Vanderbilt, we needed a leader with experience in contracts, employment law, health care, scientific research, risk management, intellectual property and compliance matters,” says Brett Sweet, vice chancellor for finance and chief financial officer, who chaired the search committee. “We were fortunate to have filled all those requirements and more with Audrey.”

Anderson earned her bachelor’s degree in economics from Northwestern and her law degree from the University of Michigan. She clerked for Chief Justice William H. Rehnquist of the U.S. Supreme Court from 1991 to 1992 and was an adjunct professor at Washington College of Law at American University from 2006 to 2007.

Visit Vanderbilt's beautiful campus and top-ranked schools using the university's new interactive virtual tour at [vu.edu/tour](http://vu.edu/tour)

# 5 Years at No. 1

U.S. NEWS RANKS **PEABODY** TOPS

Peabody College of education and human development is the nation's top graduate school of education for the fifth consecutive year, as ranked by *U.S. News & World Report* for 2014. Peabody bested programs at Johns Hopkins University (No. 2) and Harvard (No. 3), in addition to having its programs in administration/supervision and special education ranked No. 1 by education school deans.

"These are challenging times for educators, and our faculty works hard to contribute knowledge through research and to prepare leaders who can be a force for positive change," says Camilla Benbow, Patricia and Rodes Hart Dean of Education and Human Development at Peabody. "I am pleased that *U.S. News* has again recognized our excellence—for the fifth consecutive year—encompassing such areas as special education, school administration and education policy, educational psychology, and elementary and secondary education."

Vanderbilt Law School improved one position to tie with the University of Texas-Austin at No. 15 in the law school category, while



STEVE GREEN

Vanderbilt School of Medicine kept its No. 14 spot among best research medical schools. Harvard was No. 1.

*U.S. News* also ranked doctoral programs in the social sciences and humanities for the first time since 2009. The English department's African American literature program tied for No. 4; English overall tied for No. 26 (up three

spots); history tied for No. 24 (up from a tie for No. 26 in 2009); psychology tied for No. 30; sociology tied for No. 31; and political science and economics both tied for No. 36.

Vanderbilt School of Engineering ranked No. 36 overall, and Owen Graduate School of Management tied at No. 30 in the business school rankings.

IMPRESSION



STEVE GREEN

**THIS IS NOT A DRILL** The movie theater at Monroe Carell Jr. Children's Hospital at Vanderbilt was one of three areas turned into a temporary patient unit to care for dozens of children exposed to carbon monoxide at a Nashville school in January. The hospital swung into action when it confirmed that at least two students first thought by school officials to have the flu instead had carbon monoxide poisoning, triggering the largest single-day mass casualty event since the hospital opened in 2004. Altogether 77 patients were evaluated, with 43 children and four adults admitted for successful treatment. "It was an amazing sight," says Dr. Jeff Balsler, MD'90, PhD'90, vice chancellor for health affairs and dean of the School of Medicine. "Our staff, highly experienced with managing the anxieties and special needs of young patients, supported families that were literally tethered to oxygen masks for 24 continuous hours, entertaining them with games, movies and other diversions."



## Jewelry designer **Tamra Gentry**, MEd'98, takes a closer look at her medium

Tamra Gentry is a classically trained pianist who started out in business administration but wound up with a bachelor's degree in physics—and then a master's degree in health promotion from Peabody College. Always practical, she tended to pursue the “safe and predictable route,” she says, rather than submit to her creative side.

But when a NASA-funded program for which she worked was cut, Gentry's creativity took over. While making bracelets for her mother and mother-in-law, she finally discovered her passion: as a jewelry designer. “I took a class in metalsmithing and got hooked,” she says. “Given all the uncertainty about what I wanted to do, making things was a release of sorts. Now the business and science part [of my background] has come full circle.”

Gentry's current jewelry line employs an extensive collection of gemstones, which often serve as subjects for her additional interest in macrophotography. “I'm kind of a magpie,” she says. “I love shiny things and color—I really tend to react viscerally to them.”

*Macrophoto of Hell's Canyon petrified wood by Tamra Gentry. Inset: Necklace made by Gentry using the petrified wood, set in sterling silver on a seven-strand sterling silver cable neckwire.*



See more of Tamra Gentry's jewelry at [vu.edu/gentry-jewelry](http://vu.edu/gentry-jewelry)





COURTESY ANTHOLOGY FILM ARCHIVES. RIGHT: COURTESY ESTATE OF GEORGE ANTHEIL/OTHER MINDS ARCHIVE/RADIOM.ORG

## Robots and Riots

### BLAIR SCHOOL PREMIERES HISTORIC PIECE

On April 7 the Blair School of Music's percussion ensemble VORTEX presented the Southeastern U.S. premiere of American composer George Antheil's *Ballet mécanique* in its original 1924 orchestration.

Composed for the abstract film of the same name by French artist Fernand Léger and filmmaker Dudley Murphy, *Ballet mécanique* is a musical treatise on the human becoming mechanical—a piece so far ahead of its time that it could not be played as written until 1999 when computer software was created by Tuft University's Paul Lehrman to synchronize the eight player pianos required for the performance. Lehrman joined VORTEX for the April event, which was only the sixth-ever performance of Antheil's original orchestration to be presented along with the original version of Léger's film.

Blair musicians had performed Antheil's later 1953 arrangement of the piece in 2002, but that version had been written in desperation, says VORTEX Director Michael Holland. Antheil had created a piece for which the technology required did not exist.

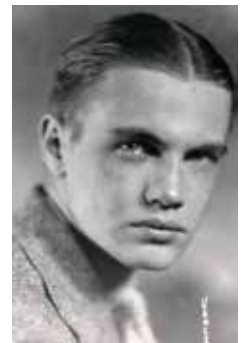
"When Antheil was creating [the 1953] arrangement, I think he was kind of throwing up his hands," says Holland. "By then he had been disgraced by the abominable performance at Carnegie Hall [in 1927], which was mishandled by the promoter who put it together.

"Antheil wrote for the sound—and this is key—the *sound* of three propellers: a large and small wooden propeller and a metal propeller. He didn't write for the propellers to be on stage. The 1927 promoter turned *mécanique* into an outrageous spectacle. He hung a garish 'jazz age' backdrop, smuggled an actual propeller onstage just before the concert,

and he pointed it right at the musicians and into the audience. He turns it on, and music is flying off the stands. It's total chaos. A siren—never available in rehearsal—could not be controlled and screamed throughout Carnegie well after the piece was over."

Although riots ensued after the 1927 Carnegie Hall premiere, Blair's April performance was orderly. A delegation from the French Embassy and the Consulate General of France in Atlanta attended the performance, which opened with an introduction by the consul general's cultural attaché, David Kibler. Arshia Cont, scientific leader of the MuTant Team Project in Paris, spoke at a mini-symposium earlier in the day that also featured a robotics exhibit.

Read more about *Ballet mécanique* and the award-winning documentary *Bad Boy Made Good*, produced and written by Paul Lehrman, at [vu.edu/antheil](http://vu.edu/antheil)



Top: Charlie Chaplin image from the 1924 Léger-Murphy film.  
Right: George Antheil.

### IMPRESSION



JOE HOWELL

**THE PLAY'S THE THING** Actors From The London Stage visited Vanderbilt University Theatre in February, performing *Hamlet* at the end of a weeklong residency. Actor Charles Armstrong, left, was one of the guest artists who led Vanderbilt students in workshop exercises during which the students interacted with Shakespearean texts. Students participating included (from left) Suolan Jiang, Nicole Gallop, Laura Winston, Mac Rackoff and Joel Derby.



# Tale Spinner

AUTHOR **LORRIE MOORE**

JOINS FACULTY

Lorrie Moore, a distinguished American fiction writer whose acclaimed short-story collections include *Birds of America* and *Like Life*, joins the Vanderbilt English department faculty with an endowed chair this fall. She will be the Gertrude Conaway Vanderbilt Professor of English.

Her most recent novel, *A Gate at the Stairs* (2009, Random House), was described in a *New York Times* book review as “her most powerful book yet, a book that gives us an indelible portrait of a young woman coming of age in the Midwest in the year after 9/11 and her initiation into the adult world of loss and grief.” Honors for the book include finalist for the PEN/Faulkner Award for Fiction, Orange Prize: Shortlist, and Midwest Booksellers Choice Award for Fiction. She also wrote the novels *Anagrams* and *Who Will Run the Frog Hospital?*

Moore is currently the Delmore Schwartz Professor in the Humanities at the University of Wisconsin-Madison. Her many fellowships have included those awarded by the Guggenheim Foundation, National Endowment for the Arts, the Rockefeller Foundation and the Lannan Foundation. She has written for *The New York Review of Books*, *The New York Times*, *The New Yorker*, *The Atlantic* and elsewhere.



LINDA NYLIN



DANIELLE AQUILINE

Alumna Ellen McSweeney, far left, and the Chicago Q Ensemble devote their efforts to collaboration with various art forms and championing the works of living composers.

Read *The New York Times*' review of Moore's *A Gate at the Stairs* at [vu.edu/moore-gate](http://vu.edu/moore-gate)

Watch the Chicago Q Ensemble on its YouTube channel at [vu.edu/cq-ensemble](http://vu.edu/cq-ensemble)

## Pulling Strings

CHICAGO Q RELEASES NEW CD

The Chicago Q Ensemble, which features Ellen McSweeney, BMus'07, on violin, has released a CD of string quartets by American composer Amy Wurtz.

“We immediately felt we wanted to share Amy’s music with the world,” McSweeney says. “The two quartets were head and shoulders above other contemporary works we’d read. They are full of challenging harmonies, textures and techniques found in most 21st-century music, but also have the qualities of great traditional string quartet works.”

“We saw this not only as an opportunity to premiere two outstanding pieces, but also to help change the underrepresentation of women in new music.”

Chicago Q is dedicated to collaboration with other art forms and championing works of living composers. In 2012 they completed a residency at the Poetry Foundation that included six sold-out performances of *Fjords*, a collaboration with shadow-puppet performers Manual Cinema, composer Kyle Vegter and poet Zachary Schomburg.

The quartet was the 2011 fellowship ensemble at the Worcester Chamber Music Society summer festival. In the summer of 2012, they made their debut at the Geshner Festival in St. Louis, performing works of Golijov and Shostakovich.





JOE HOWELL

## Signed, Sealed, Delivered

VANDERBILT FOOTBALL SIGNS BEST

RECRUITING CLASS IN SCHOOL HISTORY

Head Football Coach James Franklin and his coaching staff signed what recruiting experts regard as the best class of prospects in team history during National Signing Day on Feb. 6. The 26-member class is ranked 19th in the nation by Rivals.com and 22nd by ESPN. It marks the first time Vanderbilt has ever had a top-20 class during the era of recruiting rankings.

“This is a significant day in Vanderbilt football history,” Franklin said. “This signing class is further proof that Vanderbilt has arrived and intends to compete at the highest levels of college football. I’m incredibly happy to inform the Commodore Nation that the future of Vanderbilt football is right now—and it’s brighter than ever.”

The 2013 signing class comprises 13 players on offense, 12 on defense and one kicking specialist. Three players are prep All-Americans, and 17 earned rare four-star evaluations from national recruiting services. Also, 15 members of the class made appearances in prestigious postseason all-star games, and five played key roles on state championship squads. Twenty members of the class were senior captains.

The two most heralded players in the class—wide receiver Jordan Cunningham of Fort Lauderdale, Fla., and linebacker Zach Cunningham of Pinson, Ala.—were uncommitted until Signing Day. Both chose Vanderbilt over an impressive list of schools. Jordan had received offers from Alabama, Notre Dame and Florida, among others, while Zach’s list included Oregon, Auburn and Tennessee.

*Coach Franklin and others celebrate the signing of wide receiver Jordan Cunningham.*

See photos, videos, stats and more at Signing Day Central: [vu.edu/signing-day-2013](http://vu.edu/signing-day-2013)

## Big Splash

SWIMMING TEAM

SETS 14 SCHOOL RECORDS

Vanderbilt set 14 school records at the SEC Swimming and Diving Championships in College Station, Texas, Feb. 19–23. Chrissy Oberg, who recorded the program’s best times in the 100- and 200-yard backstroke, was one of four Commodore sophomores to break more than one individual school record at the event. The others were Caroline Thomas in the 50- and 100-yard freestyle, Elly Faulkner in the 100-yard breaststroke and 200-yard individual medley, and Lauren Torres in the 100- and 200-yard butterfly and in the 200-yard freestyle. All four were also members of at least one relay team to set a new school record.



JOHN RUSSELL

### ACCOLADES

#### Balcomb sets Vanderbilt’s all-time wins mark

Head Women’s Basketball Coach Melanie Balcomb became Vanderbilt’s all-time leader in career wins Feb. 28 when the Commodores defeated Auburn 59–44 in Memorial Gym. The win—Balcomb’s 257th in 11 seasons at Vanderbilt—surpassed the school record held by the previous head coach of the women’s team, Jim Foster.





McKinnis, right, with Price at Tampa Bay Rays spring training in Port Charlotte, Fla.

CHRISTINA KUHN

## Bo knows baseball— and how to deal.

On New Year's Eve, as Congress was busy negotiating a deal to avert the fiscal cliff, baseball agent Bo McKinnis, MBA'91, was involved in an urgent negotiation of his own. In fact, McKinnis was racing against the clock to beat the fiscal cliff just like Congress. At stake were hundreds of thousands of dollars in tax savings for his client David Price, '09, former Vanderbilt pitcher and current Tampa Bay Rays ace.

Price, who had just won the 2012 American League Cy Young Award, was in his second year of salary arbitration with the Rays. His stock was soaring, but McKinnis knew there was risk in asking for too much, particularly as the talks stretched closer to a Jan. 18 deadline.

"In salary arbitration, if the two parties can't reach an agreement, it's up to a panel of arbitrators to choose one side or the other," says McKinnis, an Owen alumnus who runs McKinnis Sports Manage-

ment in Nashville. "The risky part is that we have to submit our numbers blindly, so we could end up being millions of dollars apart and not know it."

The two sides eventually struck a deal in the waning hours of 2012. Price received a one-year contract worth a little more than \$10 million, of which \$5 million was paid on Dec. 31 under the lower tax rate. It was the largest one-year contract ever given to a player in his second year of salary arbitration, exceeding the previous record by \$3 million.

Price's deal made headlines for both its size and the clever way it was structured, but the details give only a glimpse of what goes into being an agent. Besides negotiating salaries, McKinnis serves as adviser, advocate, confidant and even part-time accountant for 25 players, including R.A. Dickey, the 2012 National League Cy Young Award winner. All told, McKinnis has helped further the careers of nearly 100 major league players, of whom 20 were first-round draft picks.

While many of these players have been standouts, Price is arguably in a class by himself. If his

career continues on its current trajectory, he could very well become one of the best pitchers in the history of the game. McKinnis recognized this potential while scouting the left-hander at Vanderbilt years ago.

"When David was just a freshman, I would say to people, 'You need to go watch this guy pitch. We're never going to see anyone like him again. Not just at Vanderbilt, but anywhere,'" he says.

Price's success, McKinnis argues, is more a reflection of who he is off the mound than on it. "David's a better person than he is a baseball player," he says. "He wants to be the best at everything he does. He's so driven and focused—and yet he keeps it all in perspective. That's the beauty of David."

One might argue that's the beauty of McKinnis, too. It's not the headline-grabbing negotiations that motivate him to succeed as an agent. Rather it's the personal relationships he builds along the way. Whether the stakes are big or small, he believes in going to bat for his players all the same.

—SETH ROBERTSON

# No *Easy* Road

FIFTY YEARS AGO VANDERBILT'S FIRST AFRICAN AMERICAN UNDERGRADUATES

PAVED THE WAY FOR THE THOUSANDS WHO HAVE FOLLOWED

BY JOANNE LAMPHERE BECKHAM, BA'62

NEARLY 50 YEARS ago Robert J. Moore watched the countryside pass by his window during a long bus ride from Richmond, Va., to Nashville. As he traveled west, Moore wondered how he would be received as one of the first African American students to attend Vanderbilt University's undergraduate schools.

What he found was a challenging, often lonely, ultimately rewarding experience.

"My family was very poor," says Moore, BA'68. "Attending Vanderbilt on a full Rockefeller Scholarship was the chance of a lifetime.

"I knew there would be a range of acceptance and rejection. Some people were ugly, some gracious and fair-minded. Most left me alone, and that was OK."

While Vanderbilt gradually began integrating its graduate schools as early as 1953, the undergraduate schools remained primarily white and male until the early 1960s. In February 1962, 60 percent of the undergraduate students voted against integration. Nevertheless, that May the Board of Trust voted to open all Vanderbilt schools to qualified students of all races. In the fall of 1964, eight remarkable African American students made history by enrolling in the College of Arts and Science and the School of Engineering.

It was a tumultuous time in American life, at the height of the Civil Rights Movement and an escalating war in Vietnam. Televised reports of racial violence and assassinations intruded on the peaceful campus scene. Just two months before the black students arrived on campus, President Lyndon B. Johnson had signed the Civil Rights Act, which outlawed racial segregation in the nation's schools, workplaces, and public accommodations such as restaurants.

"There was a lot of tension on campus," says retired attorney Gregory Tucker, BA'68, MMgt'71, who is white.

Some of the first African American undergraduates came from poor families. Others had parents who taught at Nashville's historically black colleges and universities. All were ranked at the top of their high school classes, having grown up in supportive, though segregated, communities in which teachers pushed their best students to succeed. Isolation from those communities proved to be one of the biggest challenges they would face at Vanderbilt.

While the university was hardly a hotbed of overt prejudice, "it was extremely conservative in its racial views and decorum," says Tucker,

former editor of the student newspaper, the *Vanderbilt Hustler*. Most white students and faculty members wanted to be decent and fair, with many supporting the idea of integration. However, vestiges of segregation, such as all-white sororities and fraternities that dominated campus social life, remained. African American alumni recall professors making "gratuitous racial comments" in class and some white students brandishing the N-word as an epithet. When black students went through rush, Moore remembers, some white brothers refused to shake hands.

A few students like Moore and Tucker had friends of both races, but such friendships were rare. Even when sought, relationships between blacks and whites could seem forced and awkward. Black students often felt isolated, lonely and angry. "Isolation from the [larger] black community was the hardest thing I experienced," Moore says. Until the first African American faculty members, James P. Carter and Malinda H. Gregory, were hired in 1965, students had no professional black role models.

"It was a difficult but ultimately rewarding experience," says Dorothy Wingfield Phillips, BA'67, the first black woman to receive an undergraduate degree from Vanderbilt. The daughter of a Baptist minister, Phillips grew up in an activist family. Her older brother took part in the Nashville sit-ins, and her family was among the first to integrate a Nashville neighborhood.

Phillips transferred from Tennessee State University in January 1966 with close to a 4.0 GPA. A chemistry major, she went on to earn a Ph.D. in biochemistry in 1974 from the University of Cincinnati. She recently retired as director of strategic marketing for Waters Corp., a laboratory analytical instrument and software company in Massachusetts.

"There were very few of us, so it was kind of lonely. It was challenging academically and also in some of the attitudes I encountered," Phillips remembers—from faculty as well as students. "I learned about myself and what I can do against obstacles."

Diann White Bernstein, BA'68, had an easier time than some of the other black students. "It was a wonderful experience that made a difference in my life," she says.

One of 10 children, Bernstein was the first in her family to go to college. Valedictorian of her high school class, she attended Vanderbilt on a Ford Foundation Scholarship. As a freshman living in Branscomb Quadrangle, Bernstein says she felt supported by both her roommates and some of

I knew there would be a range of acceptance and rejection. Some people were ugly, some gracious and fair-minded. Most left me alone, and that was OK.

CONTINUED ON PAGE 83





LAUREN SIMKIN BERKE



# Counter-Attack

BACTERIAL MUTATION COULD LEAD TO **NEW DRUGS**

*New Wave of 'Superbugs' Poses Dire Threat  
Deadly Bacteria That Resist Strongest Drugs Are Spreading  
Drug-Resistant Bacteria and Lack of New Antibiotics  
Could Signal Catastrophe*

WE'VE ALL SEEN the ominous headlines—and heard the warnings from our own health care providers—about the dangers of antibiotic overuse. But now for some good news: It turns out that when bacteria become drug-resistant, they go through a process that could actually provide a powerful tool for discovering new drugs.

Traditionally, bacteria have been the source of important drugs such as antibiotics and anticancer agents. Researchers looking for new bacterially synthesized drugs have long known that bacterial genomes contain a large number of “silent genes” that contain the instructions for making drug-like compounds. Until now, though, scientists have found it very difficult to identify ways to turn on the production of these compounds, known as secondary metabolites.

Vanderbilt biochemists Brian Bachmann and John McLean were investigating how bacteria develop drug resistance when they discovered that strains of antibiotic-resistant bacteria express hundreds of compounds not produced by their progenitors—many of which are potential secondary metabolites.

“It’s as if the bacteria respond to the assault by the antibiotic with a ‘save-all-ships’ strategy of turning on hundreds of silent genes,” explains Bachmann, associate professor of chemistry and biochemistry.

The Vanderbilt researchers’ findings, reported in January in the Online Early Edition of the *Proceedings of the National Academy of Sciences*, should give a major boost to natural products drug discovery—the process of finding new drugs from compounds isolated from living organisms—by substantially increasing the number of novel compounds scientists can extract from individual microorganisms.

“This technique is something like fracking in the natural gas industry,” says Bachmann. “We’d known for a long time that there were large amounts of underground natural gas we couldn’t extract using conventional methods, but now we can, using hydraulic fracturing technology. In a similar fashion we think we can use bacteria’s antibiotic resistance to intensively mine the bacterial genome for new drug leads.”

Bachmann is an expert in natural products drug discovery, and McLean, an assistant professor of chemistry, is a pioneer in the development of analytical instrumentation and chemical techniques that can identify thousands of different biological compounds simultane-

ously, such as ion mobility-mass spectrometry. The original purpose of their study was to take the most detailed look yet at what happens when microbes develop drug resistance.

“One of the daunting challenges is to rapidly inventory the tens to hundreds of thousands of molecules the bacteria construct to live, and then to read this inventory to understand how the bacteria compensate for their changing circumstances,” says McClean. “To complicate matters further, we are looking for new drug-like molecules, so by definition we are looking for something that has not been seen before.”

Working with Research Assistant Dagmara Derewacz and graduate students Cody Goodwin and Ruth McNees, Bachmann and McLean started with the well-characterized soil bacterium *Nocardiosis*. They exposed the bacterium to two different antibiotics—streptomycin and rifampicin—and observed the results.

“The first thing that happens is almost all the bacteria die. Less than one cell in a million survives,” says Bachmann.

The chemists then cultured the survivors (six streptomycin-resistant strains and five rifampicin-resistant strains) without the antibiotic and used McLean’s instrumental methods to profile the drug-like compounds they produced.

The differences turned out to be much greater than they expected.

Survivors had undergone extensive mutations—not only in the genes that produce secondary metabolites, but also in the housekeeping genes that alter the way they make RNA and proteins. As a result, the resistant strains produced more than 300 compounds not expressed by the original organism.

“The cells appear to be ‘de-repressing’ as many of their silent genes as possible,” Bachmann says. “This seems like a very drastic way to become drug-resistant.”

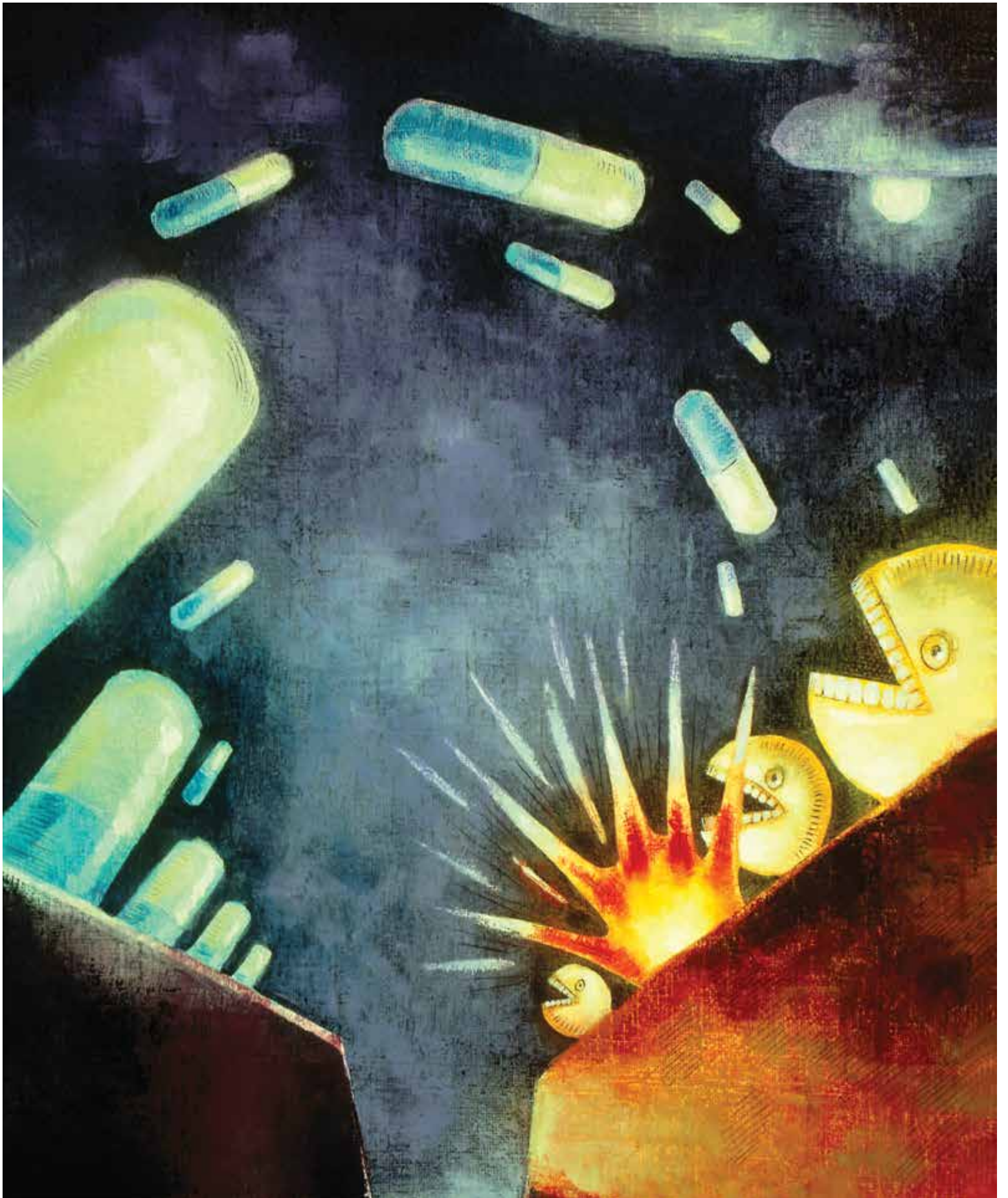
McLean’s team members have developed strategies allowing them to automatically identify and compare the relative uniqueness and relative abundance of tens of thousands of molecules from which the hundreds of novel compounds were found. “What we are looking for are new species of molecules in the mutants that are the most unique and the most abundant,” says Bachmann.

In the antibiotic-resistant *Nocardiosis* strains, researchers found a total of five compounds that were both unique enough and abundant enough to isolate, determine their molecular structures, and test for biological activity.

“Normally, we only find one compound per organism,” says Bachmann, “so this is a significant improvement in yield, allowing us to get many new compounds from previously mined microorganisms.”

It’s as if the bacteria respond to the assault by the antibiotic with a ‘save-all-ships’ strategy of turning on hundreds of silent genes.





TODD DAVIDSON



# Radiation *or* Surgery?

LONG-TERM EFFECTS OF **PROSTATE THERAPIES** TRACKED

A STUDY COMPARING outcomes among prostate cancer patients treated with surgery versus radiation therapy found differences in urinary, bowel and sexual function after short-term follow-up—but those differences were no longer significant 15 years later.

The study, led by first author Dr. Matthew Resnick, instructor in urologic surgery at Vanderbilt School of Medicine, was published in the Jan. 31 issue of the *New England Journal of Medicine*.

From Oct. 1, 1994, through Oct. 31, 1995, investigators enrolled men diagnosed with localized prostate cancer in the Prostate Cancer Outcomes Study (PCOS). For the current study, investigators followed 1,655 men between the ages of 55 and 74.

“At the two- and five-year time points, men who underwent prostatectomy were more likely to suffer from urinary incontinence and erectile dysfunction than men who received radiation therapy,” says Resnick. “While treatment-related differences were significant in the early years following treatment, those differences became far less pronounced over time.” Surgery patients were more likely to wear incontinence pads throughout the 15-year follow-up period.

Despite early and intermediate-term data revealing differences in patterns of sexual dysfunction, after five years both groups had a gradual

decline in sexual function. At 15 years erectile dysfunction was nearly universal, with 87 percent in the prostatectomy group and 93.9 percent in the radiotherapy group reporting sexual difficulties. Age may have played a role, as shown in unrelated studies.

Some patients also experienced problems with bowel function in the years following treatment. The radiotherapy group reported significantly higher rates of bowel urgency than the prostatectomy group at two years and five years. At 15 years, though, researchers found no significant difference.

Median life expectancy after treatment for prostate cancer is 13.8 years.

“Patients need to be aware that all aggressive therapies for prostate cancer have significant side effects, and perhaps these data make an argument for active surveillance [avoiding aggressive treatment and closely following the cancer] in certain cases,” says Dr. David Penson, the Paul V. Hamilton, M.D. and Virginia E. Howd Chair in Urologic Oncology and director of the Vanderbilt Center for Surgical Quality and Outcomes Research, the senior study author.

Research funding was supported by a grant from the National Cancer Institute. Resnick was supported by the Veterans Affairs National Quality Scholars Program and the T.J. Martell Foundation.



# Anger Management

JUDGES' EMOTIONS CAN MAKE THEM MORE EFFECTIVE

IS AN ANGRY judge a bad judge? Not necessarily.

“Anger is the quintessentially judicial emotion,” says Terry Maroney, professor of law and co-director of Vanderbilt’s program in social justice. “It involves appraisal of wrongdoing, attribution of blame and assignment of punishment—precisely what we ask of judges.”

That assertion goes against the grain of the conventional view that judges should not have emotions, and if they do, they should do everything in their power to overcome them. The reality is more nuanced, particularly for anger, Maroney believes.

In her recent article “Angry Judges,” published by the *Vanderbilt Law Review*, Maroney maps out a path for making good use of anger. “Righteously angry judges,” she argues, “acknowledge and manage anger in a way that makes them more effective.”

Anger is not always good for judges, acknowledges Maroney, who culls evidence from legal opinions, media reports and even YouTube videos to catalog a startling array of bad behavior, ranging from insulting of lawyers and litigants to yelling at—and, in one instance, allegedly choking—other judges.

“Anger seems to pose a danger to the neutral, careful decision-making we expect of judges,” Maroney writes. It can be “associated with aggression, impulsivity and irrationality.”

On the other hand, judges “act as society’s anger surrogates,” Maroney says. “We expect them to feel and express anger on our behalf—for example, when sentencing someone like Bernie Madoff, who destroyed lives with a massive financial fraud.” Maroney draws insights from psychology, philosophy and even neuroscience to demonstrate that anger also can help a judge recognize wrongdoing, communicate authority and make difficult decisions.

So how can judges avoid anger’s dangers without forfeiting its benefits? Maroney finds a reconciliation of these competing forces in Aristotle’s concept of “virtuous anger.” The righteously angry judge, she writes, is a virtuous judge: He or she gets angry for good reasons, experiences and expresses that anger in a well-regulated manner, and uses anger to motivate and carry out the tasks within his or her authority.

Maroney’s message is finding a receptive audience among judges: She recently began a series of judicial trainings in the United States and France. In these trainings she suggests that a judge who recognizes and carefully processes his or her emotions, including anger, is a better judge than one who tries to suppress feelings in the name of impartiality.

“The emotionless judge is a dangerous myth,” Maroney writes. “Judicial emotion cannot be eliminated, but it can be well-regulated. Righteously angry judges deserve not our condemnation but our approval.”

At Vanderbilt, Maroney is affiliated with the criminal justice, social justice, and Cecil D. Branstetter Litigation & Dispute Resolution programs. She also holds an appointment in the Center for Medicine, Health and Society.



She was first invited to discuss her work on law and emotion at the Federal Judicial Center’s National Sentencing Institute in October 2012. Her 2011 article “Emotional Regulation and Judicial Behavior,” in *California Law Review*, had captured the attention of Jeremy Fogel, a longtime judge with the U.S. District Court for the Northern District of California and director of the FJC.

“It’s one of those moments academics dream about,” says Maroney, who particularly welcomes the opportunity to work with judges just beginning their tenure in federal trial courts.

“Judges are going to experience a number of emotional challenges during the time they sit on the bench. While sentencing is the primary focus of our panel, the session also allows us to start a conversation about the full range of emotional challenges judges face—not just at criminal sentencing hearings, but also in civil trials, in their dealings with attorneys, and in tackling touchy issues about which they are likely to have strong feelings.”

# Nesting *Instinct*

MICE SHED LIGHT ON **GENDER** DIFFERENCES

THERE MAY BE a biological basis for separate doll and dump-truck aisles in the toy store.

In a study of baby mice, researchers at Vanderbilt and the University of Southern California found that males and females respond differently to the hormone arginine-vasopressin (AVP), which plays an important role in social behavior.

The study, published online last December in the journal *Hormones and Behavior*, found that baby girl mice tend to move toward familiar odors if they previously had smelled that odor near their mothers. Baby boy mice didn't seem to be influenced by the odors.

Baby girl mice missing a gene that codes for a receptor known as vasopressin 1a (V1aR), which binds AVP, were especially drawn to familiar odors. Loss of the gene did not change male behavior. Conversely, baby girl mice that had the gene seemed to lose interest in the odors—just like the males—if they were given an extra dose of AVP.

This implies that a rise in AVP levels early in life, which can result from genetic differences or stress or exposure to hormones in the diet, “might lower the probability of orienting toward things associated with mom or home,” says Elizabeth Hammock, first author of the study and instructor in pediatrics at Vanderbilt.

Hammock is also a Vanderbilt Kennedy Center investigator. Her research program focuses on understanding the genes, neural circuits and developmental trajectories that lead to typical and disordered social behavior and emotion regulation. She uses rodent model systems to dissect genes and circuits during postnatal development, with an interest in the mechanisms by which stress and social experience may alter typical trajectories.

Hammock says she is motivated to pursue these questions in order to broaden our knowledge about development of the social brain. Such knowledge should facilitate the creation of more effective intervention strategies used to promote better outcomes in individuals with atypical development such as autism and schizophrenia.

Her findings suggest that AVP, which is more abundant in male brains, may reinforce the tendency of male mice to leave home to establish a new territory elsewhere, a phenomenon known as “natal dispersal.”

The hormone may also play a role in social learning. AVP and its receptor, V1aR, previously have been linked to neurodevelopmental disorders such as schizophrenia and autism.

“Throughout early life, repeated exposure to individuals, experiences and things are required to build a brain with knowledge about the world,” Hammock says. “If AVP reduces the probability of orienting to things associated with the center of one’s social world, then that reduces the exposure required to enhance social expertise.” This might help explain why, on average, women have more social expertise than men and are better able to “read” emotions in others, she says.

During early development, male and female brains may be “wired” to experience the world differently. This could help explain why—in humans and some species of monkeys—girls gravitate toward dolls that replicate the family and home environment, while boys can be captivated by dump trucks, for example.

Hammock’s co-authors were former Vanderbilt research assistant Caitlin Law and Pat Levitt of the Zilkha Neurogenetic Institute at USC’s Keck School of Medicine. The research was supported by National Institutes of Health grants.



KAT CHADWICK



## Prison Time Cuts Life Expectancy

For every year spent in prison, overall life expectancy decreases two years. A new study by Evelyn Patterson, assistant professor of sociology, looked at New York parolees released between 1989 and 2003 and found a 15.6 percent increase in the odds of death compared to people who had never been to prison. That translates to a two-year decline in life expectancy for every year served inside prison.

The average American male has a 9 percent chance of going to prison during his lifetime, Patterson says, citing 1991 incarceration rates. That jumps to 16 percent for Hispanic males and 28.5 percent for black males.

The study did turn up a small bright spot. If a prisoner serves out parole without returning to prison, he eventually gains the years back to his lifespan lost during his prison stay. "This finding is in line with prior research that reports high risk of death initially that declines over time," says Patterson, who published the results of her study online Jan. 17 in the *American Journal of Public Health*.

Health care during the months after prison is a particular problem when an inmate with an illness is discharged with a 30-day supply of medication and little chance of connecting with a new health care provider.



GARY WATERS

"Scientists have dedicated centuries of research in an attempt to understand the levels of mortality in human populations and lowering them," Patterson says. "This study demonstrated that one of the United States' core institutions does the exact opposite. This is particularly distressing given that the United States supersedes every other nation in its propensity to incarcerate."

## Competition Aims to Revolutionize Military Manufacturing

Vanderbilt's Institute for Software Integrated Systems (ISIS) is playing a key role in developing engineering software that could help dramatically reduce costs and lead times in developing new military vehicles by radically transforming the existing design and manufacturing process.

The Defense Advanced Research Project Agency (DARPA) has challenged inventors to design a new amphibious fighting vehicle for the U.S. Marine Corps in a series of three competitions.

Vanderbilt's multiple key roles include lead developer of a cloud-based collaboration hub where designers can organize team projects. ISIS is also

the lead integrator and developer for the META-X project, which provides the open-source tool used in creating, testing and validating designs. The goal is to develop new software that can analyze interaction among design components and determine how well they work together.

The DARPA design challenge is titled FANG, which stands for Fast, Adaptive, Next-Generation Ground Vehicle. The challenge consists of three competitions of increasing complexity. The first challenge—which ran Jan. 14–April 22 and had a \$1 million prize—was to design a suitable power train, including engine, drive train, suspension, and wheels or treads. The second challenge, which carries another \$1 million prize, will be to design the chassis, armored hull, personnel space and related subsystems. The final challenge offers a \$2 million prize for best design of an entire vehicle. The agency has invited individuals, small teams, and businesses and major defense contractors to compete.

## Smell in Stereo? Holy Moley!

Most mammals, including humans, see in stereo and hear in stereo. But whether they can also smell in stereo is the subject of a long-standing scientific controversy.

Now a new study shows definitively that the common mole (*Scalopus aquaticus*)—the same critter that disrupts your lawn—relies on stereo sniffing to locate its prey. The paper that describes this research, "Stereo and Serial Sniffing Guide Navigation to an Odor Source in Mammals," was published Feb. 5 in the journal *Nature Communications*.

"I came at this as a skeptic. I thought the moles' nostrils were too close together to effectively detect odor gradients," says Kenneth Catania, the Stevenson Professor of Biological Sciences, who conducted the research.

What he found turned his assumptions upside down and opened new areas for potential future research. "The fact that moles use stereo-odor cues to locate food suggests other mammals that rely heavily on their sense of smell, like dogs and pigs, might also have this ability," he says.

As for humans, Catania remains skeptical. "In humans this is easier to test because you can ask a blindfolded person to tell you which nostril is being stimulated by odors presented with tubes inserted in the nose." Such studies suggest it is only when an odor is strong enough to irritate the nostril lining that humans can tell which side is most strongly stimulated.



By comparing input across its two nostrils, a common mole gets directional information from a single sniff.

Watch a mole sniffing demonstration at [vu.edu/mole-smell](http://vu.edu/mole-smell)

COURTESY OF KEN CATANIA



GORDON STUDER



# Learning *in* MOOC Years

EIGHT WEEKS AND 30,000 STUDENTS GAVE ME A CRASH COURSE

IN THE FUTURE OF **DIGITAL LEARNING TECHNOLOGIES**

During the past decade I've taught software design and programming courses to roughly 600 undergraduate and graduate students at Vanderbilt. Our low faculty-to-student ratio is one of the reasons I like my work—it's gratifying to watch students' progress and envision the futures that lie ahead of them.

Not every bright student has the chance to come to Vanderbilt, of course. And worldwide, there's an acute need for the kind of expertise we provide. So when I had the chance to teach one of Vanderbilt's first Massive Open Online Courses (MOOCs) through the digital consortium Coursera this semester, I was intrigued. MOOCs pose many social, economic and technical challenges for the future of higher education, and here was my chance to experience some of them.

Since March, I've been teaching an eight-week MOOC, "Pattern-Oriented Software Architecture for Concurrent and Networked Software," to more than 30,000 students from all over the U.S. and scores of other countries. In a traditional classroom it would take me 500 years to reach that number of students! Teaching a MOOC has been a learning experience for me, too—beginning with intense preparation that started months before the course launched.

Filming a video lecture used by 30,000 students as their primary exposure to course content requires much more preparation than a traditional class, a tighter script and great slides. It took two solid months of filming to produce 20 hours of video (split into more than 80 individual videos), and I prepared more than 1,200 slides for those videos.

Each week of my MOOC has featured more than two hours of lecture videos, broken into 10- to 20-minute chunks. I quickly had to master the art of presenting slides smoothly and at an even pace—and to maintain a high level of energy and enthusiasm while staring into the steely gaze of a video camera for hours on end.

The first session launched March 4. It didn't take long for us to start receiving feedback, especially from students on the other side of the globe, where March 4 began hours earlier. That allowed us to quickly make corrections before students closer to Vanderbilt had even viewed the first materials.

Since that first session, the diversity of students—the bulk of whom are in their 30s and 40s—has proven to be both rewarding and chal-

lenging. For instance, I can rely on my Vanderbilt students having taken the course prerequisites, but Coursera enforces no prerequisites. For the MOOC we filmed an additional six hours of supplemental material to prepare less-experienced students.

Likewise, MOOC students with 20 or more years of experience as software professionals have much stronger preferences for particular programming languages, runtime platforms and software tools than typical undergraduates. I've found they ask more probing questions about the pros and cons of different technical approaches presented in the videos. We therefore spent much more time in the online discussion forums motivating and justifying the topics and techniques covered in the lectures, as compared with a traditional undergraduate course.

Learning involves much more than watching videos; it requires meaningful conversations between students and teachers. We used two primary social media tools—online discussion forums and webcasting—to make our MOOC feel much more like an interactive on-campus course.

We used Google Hangout in conjunction with a YouTube channel to hold "virtual office hours." Students asked questions via instant messaging, and I broadcast answers live. Google Hangout also automatically recorded all this material so students could review it at their convenience. As this social-media technology matures, it becomes feasible (though very time-consuming) for MOOC professors to engage in conversations with students that are similar in quality and quantity to those found in large lecture courses in many universities.

But how do you assess the performance of 30,000 students? In my traditional classes at Vanderbilt, I review and comment upon every line of software written by my students. That level of personalized scrutiny couldn't happen in my MOOC. Moreover, the auto-grading tools available to assess students in a "fact-based" MOOC aren't of comparable maturity for design-oriented courses in terms of assessing such attributes as reusability, understandability and evolvability. Peer assessment might provide one means of measuring student work, but we'd have to rely on students with a wide range of abilities evaluating each other's solutions. These limitations only serve to underscore the invaluable role that expert judgment and evaluation play in fostering critical thinking

CONTINUED ON PAGE 83

In this rapidly changing and competitive environment, we must clarify the value of an immersive education that builds upon strengths in teaching, research, entrepreneurship and innovation.

# Ear for Language

WHETHER TEACHING IDIOMS OR HANGING AT RAND,

FRÄNCILLE BERGQUIST HAS SPENT A LIFETIME LISTENING AND LEARNING

*Few faculty lives intersect with as many Vanderbilt students as that of Fräncille Bergquist, associate professor of Spanish and associate dean of the College of Arts and Science. Bergquist, who helped establish McTyeire International House (see page 46), retires this spring after 36 years at Vanderbilt.*

**You've taught Spanish for many years. Did you have any inkling when you began your career that knowledge of the Spanish language would become so important?**

My career was partly a matter of happenstance. My dad worked for an oil company, so I grew up all over the place—Oklahoma, Montana, Louisiana, Mississippi, Arkansas. We were living in Louisiana when I was ready to start college, so I enrolled at LSU. I'd had just one semester of Spanish as an undergraduate but I loved it. After my freshman year my dad was sent to Italy. At that time, back in the early '60s, there weren't nearly as many study-abroad programs. But Spain offered programs specifically for foreign students, and there was one in Barcelona. I took courses in language, history and geography for two years and came out with a certificate that got me just 12 hours of college credit when I got back to the U.S. I majored in Spanish at Texas Tech and earned my master's [and, later, Ph.D.] there. Then I decided I needed to go back to Spain. My parents, bless their hearts, gave me a one-way ticket with an open return. I taught English for a year in Barcelona.

**And yet you've spent much of your career in administration, not teaching.**

I had been at Vanderbilt for six years and had a pretty good reputation as a teacher when I became associate dean of academic affairs in 1983. I had also done advising, working with Associate Dean Jack Venable. We had just gone to the new core curriculum, which I had been involved with, and I had a great mentor

in Ruth Grace Zibart [MA'42], who was then associate dean of the College of Arts and Science and one of only a handful of women on faculty at the time. I really couldn't lose with all these people here to guide me.

People ask, Why did you go from being a professor, which you loved, to doing this? In fact, I'm still teaching—I'm just doing it one-on-one rather than in the classroom. When I'm out on campus, I'll see students passing by and they'll say, 'Hey, I have a question.' I eat most days in Rand and students say, 'I know you're at lunch, I don't want to disturb you, but may I ask a question?' It's fun to see them in their little groups talking. People always say the students have changed over 35 years. Yes, but they're still 18. That never changes.

**Shortly before becoming associate dean for academic affairs, you were denied tenure and left Vanderbilt for a brief period of time.**

**What was that like?**

When I came to Vanderbilt, I believe only four tenured women were on the faculty. I remember talking to my mother when I found out I hadn't gotten tenure. She said, 'Honey, it's not you, it's them. You know what you've done and what you're worthy of.' And here I am, more than 30 years later.

Since that time the strides for women at Vanderbilt have been extraordinary. I think the percentage of women faculty at Vanderbilt is now 27 percent. The College of Arts and Science and Peabody both have women deans, and the Divinity School soon will. It used to be that only men needed apply as department chairs. Now in Arts and Science alone, we have women leading French, classics, communications studies and history. Sounds good to me.

**How has a tight job market affected your work as an academic adviser?**

Students now are very specific and particular as to what they think they need in order to be suc-

cessful. Increasingly they try to create interdisciplinary majors in an effort to gain a leg up.

Personally, I don't think that's necessarily the way to go. As I tell them: Be well-educated regardless of what your major is. Businesses want people who can think, who can be trained, who can follow direction, who can work independently, who can work in a group, who can read critically. Those are all skills students gain and perfect. Yes, it may be hard for an English major or a philosophy major to get that first step in, but once they do, they soar. They have the ability to make the kinds of transitions they'll have to make for the rest of their lives. They'll be able to move from career X to career Y. Statistics show that students are going to change careers—not just jobs, but careers—an average of six or seven times. They're going to have to retool.

**What's your biggest hope for Vanderbilt?**

I would like to see Vanderbilt take pride in what it does and not try to be like everybody else. That's not to say we shouldn't look at peer institutions and what we could do better. But we need to tout what we do well and let others try to emulate *us*. There are a number of things we do extraordinarily well. We care for students, for one. All the units on campus work together closely to make sure we're helping students do what they came here to do.

**What are your plans now that you're retiring?**

I have no idea! I don't have a trip around the world planned. I'm not worried about having something to do. Oh, I'll miss this a great deal. Even though I'm not an alum, I've spent more than half my life here. It gets in your blood, under your skin. Teaching my last semester was bittersweet.

I usually get here first thing every morning, and when I unlock the door, I have to bend down. Now I'm going to have to get used to not having to bend down to unlock the door. That may need to be my first exercise of the day.





JOE HOWELL

# Dore Number One

HE'S LED THROUGH **FIVE OF THE TOUGHEST YEARS** IN UNIVERSITY HISTORY.

AND VANDERBILT, HE SAYS, IS JUST GETTING STARTED.

BY JIM PATTERSON

You might expect to find a game ball from Vanderbilt's 41–18 defeat of Tennessee last season in the spacious, wood-paneled office of Vanderbilt Chancellor Nicholas S. Zeppos.

Sure enough, it's there. In fact, Zeppos so enjoyed that victory—the first against the Volunteers on Dudley Field in 30 years—that *two* balls from the game are tucked in among the many books, photographs and souvenirs that fill the floor-to-ceiling bookcases flanking either end of his office. But some of the other décor might surprise you.

An imposing portrait of Cornelius Vanderbilt II, the eldest grandson of the university's founder, hangs opposite the office door. Displayed to the left of the door, you find a framed quotation from Abraham Lincoln, a portrait of Chief Justice John Marshall, and a copy of Hans Holbein's famous portrait of Sir Thomas More. Over the chancellor's computer is a poster of Frank Sinatra, Sammy Davis Jr. and Dean Martin—three members of the “Rat Pack,” all laughing big and enjoying themselves.

“It's one of the early instances I can think of in show business when there was something multicultural going on,” Zeppos says, “but the truth is it reminds me of my parents. People said my dad looked like Dean Martin, and my parents loved the music of that era. And look at what a great time they are having together.”

It turns out there are personal reasons for each of the works hanging on these walls. Zeppos graduated magna cum laude in 1979 from the University of Wisconsin Law School, where he was editor-in-chief of the law review and selected outstanding graduate in his class. After law school he worked in Chicago, clerking for judges in the Seventh Federal Circuit, and then headed east to Washington, D.C., first to a law firm and

then to a job in the U.S. Justice Department. After six years of arguing cases before federal judges all over the country, he decided he wanted to teach law and accepted a position as assistant professor at Vanderbilt University Law School in 1987.

Zeppos will tell you he admires Sir Thomas More's principled and lawyerly refusal to swear a loyalty oath to a king with whom he could not agree. He shares the convictions of the lawyer Abraham Lincoln, who answered those who were “certain that they represent the divine will” that: “I must study the plain, physical facts of the case, ascertain what is possible, and learn what appears to be wise and right.” He is grateful to John Marshall, whose opinions served to make the judicial branch an independent and influential branch of government.

And even if Cornelius Vanderbilt II, who is remembered primarily for the enormous homes he built for himself, is not a personal hero, it's clear the chancellor believes it is always important to acknowledge the family whose original investment is still producing endowment returns for the university that bears its name. And the Rat Pack is there, as he says, to remind him to enjoy life.





*An enthusiastic booster for Vanderbilt, Chancellor Nicholas Zeppos is navigating Vanderbilt through challenging economic times with optimism, although he admits, "You must have skin like a Komodo dragon to do the job sometimes."*



*Zeppos visits the construction site where the new College Halls at Kissam complex is taking shape.*



*Chancellor Zeppos and Vice Chancellor Jeff Balser*

# We have a mission. We educate. We

While his office walls remind you that Chancellor Zeppos first arrived at Vanderbilt as a lawyer, and still thinks of himself that way, conversation makes it clear how important he regards his role as an educator and how deeply informed he is regarding the challenges facing higher education in America.

## **DON'T CALL HIM A CYNIC**

Zeppos, a native of Milwaukee, was named Vanderbilt's eighth chancellor March 1, 2008. Previously, he had been named provost and vice chancellor for academic affairs in 2002 and oversaw undergraduate, graduate and professional education programs in the schools of liberal arts and sciences, engineering, music, education, business, law and divinity, as well as the university's research, development and alumni relations offices.

During an interview to mark his fifth year as chancellor—an occasion that ignores an entire year spent as interim chancellor—Zeppos labels himself an “optimist,” a “skeptic” and “a questioning guy.”

Just don't call him a cynic. Zeppos is an ardent believer in the win-win scenario.

He went looking for it in 2008 when he declared just after the start of one of the worst American financial setbacks since the Great Depression that Vanderbilt's enhanced financial aid policy going forward would guarantee that students would graduate without crippling loans to repay. He goes looking for it every time he tells potential donors why Vanderbilt is the best way to establish their legacy. And he's done it with the future of Vanderbilt's medical center, declaring it will continue its leadership in the personalized medicine movement while it negotiates the challenging future of the health care industry.

“I see the chancellor as Vanderbilt University Medical Center's biggest fan and supporter,” says Jeff Balser, MD'90, PhD'90, vice chancellor

for health affairs and dean of the School of Medicine. “I constantly hear from people in the community how proud he is of what we do, and how often he points to VUMC as ‘the model for where health care needs to go in this country.’”

Vanderbilt is one of a handful of American research universities that owns and maintains its own medical centers. Responsibility for VUMC falls to the Office of the Chancellor.

Vanderbilt officially endorsed the Affordable Care Act (ACA), a decision Zeppos acknowledges was controversial, but believes was necessary and forward-thinking. He hopes the ACA is just the beginning of several imperative major rethinking of health care to come. “If people say the ACA will solve every problem, they don't know how public policy works and they don't know health care.

“We were looking at the consequences of not making changes in health care and what would happen at Vanderbilt,” he says. “Every year we provide approximately \$400 million in charity care, community benefits and other unrecovered costs. We are a Level 1 trauma center. Providing that much uncompensated care each year cannot be accomplished without a significant reimbursement from the government. These are existential threats to the economy and to Vanderbilt. We've got to start moving in a new direction.”

While health care issues easily could take up all his time, the chancellor's job is by necessity more global. He wants to know what is happening all over campus, with students and faculty, in Nashville and Tennessee as well as in Washington, and in circles of alumni all over the world.

One recent week, just a partial list of activities from his schedule included two days in Washington to meet with members of Congress, a day trip to Atlanta for a Southeastern Conference symposium, individual meetings with each vice chancellor, speaking to the Faculty Senate, budget meetings, strategic planning meetings, a management team meeting





*Zeppos joins students and community leaders in the annual Nashville Freedom March on MLK Day.*



*Students enjoy lunch and music with Zeppos during the Chancellor's Cookout.*

PHOTOS BY (LEFT TO RIGHT): DANIEL DUBOIS, SUSAN URMY, ANNE RAYNER, JOHN RUSSELL

# serve. We cure. We're never done.

with all the vice chancellors, hosting a dinner for a prospective faculty member, meeting with a former student, hosting a dinner for current students, four media interviews, an accreditation meeting, a meeting with new faculty, a meeting with a university donor, and hosting a Development and Alumni Relations event.

On Monday of that same week, he taught his undergraduate class on the Federalist Papers.

A good argument could be made that the chancellor of a major research university could better use that weekly two and a half hours of teaching time elsewhere. But the chancellor, who leads a Vanderbilt Visions group of freshmen every fall and this history class every spring, shakes his head of unruly black hair vigorously at the notion.

“To sit with those kids and really see the lights go on,” Zeppos says, “is a very profound experience, and it gets to the heart of why we are all here.”

“They’re coming to Vanderbilt because of our culture of friendship, community, living and learning on campus, the liberal arts education we provide, and the reputation we hold as a research powerhouse,” he adds. “These are the things I’ve tried to focus on as a chancellor and a teacher.”

## MAN ON A MISSION

Teaching and research are the two tent-pole missions for Vanderbilt that Zeppos emphasizes repeatedly. Ask the chancellor about his job, and chances are the sentence he offers in return will have the word “mission” in it.

“I think you’re always building a university brick by brick,” he says. “We have a mission. We educate. We serve. We cure.

“We’re never done.”

In pursuit of that mission, Chancellor Zeppos has earned a reputation during the past five years as a charming, sincere and enthusiastic booster for Vanderbilt. He spends time cheering on the Commodores with gen-

erous donors and alumni, faculty and students in his box at Vanderbilt Stadium. He hosts events on campus and in the Vanderbilt University Residence to acknowledge and honor all the people—from loyal department secretaries to board members—who support the university’s mission. He travels to meet with people who are considering many options where to spend their money, to share his pride in Vanderbilt’s outstanding faculty and students and its commitments to education, research and health care.

Giving to the university has remained remarkably strong throughout the past half-decade, as hard an economic stretch as any chancellor has seen since the 1930s. According to the Division of Development and Alumni Relations, Vanderbilt has received more than \$100 million annually for the past five years. The number of alumni who give has increased each of those years, and the percentage of graduating seniors who give has doubled.

“It’s been very gratifying,” Zeppos says. “I always say you can’t live forever, but if you give to a great university, you probably will. Your legacy will live forever.”

Students have approached him, Zeppos confides, to let him know Vanderbilt has changed not only their lives, but also the trajectories of their families. He surmises that those lives have been changed, in some part, by gifts made in the 1870s when the university was founded.

When things are going well, a university can appear to some to be an island—stable, calm and separate from the rest of the world. But this perspective is mistaken, not only because a complex ecosystem is constantly in motion within the university itself, but also because the university is in constant traffic with the world around it. The university sees its mission in terms of serving the world beyond its gates through education, research and healing. But a university is sometimes required to re-explain itself, its values and purposes to others. In fact, Zeppos says,

“You must have skin like a Komodo dragon to do the job sometimes.”

In a particularly unfortunate irony, Zeppos recently has heard Vanderbilt described by some as a community that discriminates, based on its *nondiscrimination* policy that requires all campus organizations to be open to all students and to allow any of its members the opportunity to run for leadership positions. Organization members elect their own leaders.

“When you receive an acceptance letter from Vanderbilt,” Zeppos says, “it means you’ve been accepted into our community, and that Vanderbilt organizations are open to you for membership. You are welcomed into the Vanderbilt family.”

Discussions on and off campus with people who disagree with this viewpoint are welcome, as they should be in a free and civil environment, the chancellor adds, but his job is to represent and defend the tradition of nondiscrimination that has been a guiding spirit of the university. “I am not the first chancellor of Vanderbilt to defend these principles,” Zeppos says, “and they are not at odds with the benefits most colleges and universities bring to their surrounding communities.”

Universities, Zeppos says, look for partnership with society and can offer nearly unlimited potential for solving today’s problems and helping make a better world.

“We are a purposefully diverse community and see the power this philosophy generates. In the field of health care, for example, universities are the engine of global and local health solutions in diabetes, cancer, sickle-cell anemia and obesity. American universities are on the brink of so much potential for good, in so many fields, that clearly an important part of my job is to be the head cheerleader.”

It’s a role he embraces genuinely. “I believe America’s great universities are more and more seen as the sources of American innovation and discovery, as economic triggers and the realization of the American dream.” Thinking of Vanderbilt specifically, he begins to pick up steam. “I think that increasingly—and it’s very heartening to me—our local leadership, our state legislature, our governor and our citizens are beginning to see Vanderbilt as an engine of economic opportunity.”

### INNOVATION, DISCOVERY AND INVENTION

Vanderbilt, founded 140 years ago, “is young and just getting started,” Zeppos muses. “You are never the new kid in town again, but I do think people are waking up to the fact that a university is of great value not only for the football games it wins and famous speakers it brings to town, but also for the research and discovery it champions and the social and economic improvements that flow from it.”

On the anniversary of his fifth year as chancellor, Zeppos seems fully focused on the future. “We are a hub of innovation,” he asserts. “We are seeing a lot of innovation out of Vanderbilt—new companies, new medicines, new mechanical devices. And we are all ears and looking for partners to bring these discoveries and inventions to light. We can do even more.”

This kind of optimism seems characteristic of the chancellor, but it’s a long way from where he started in 2008. He had barely moved into this impressive office with its reminders of university fathers and legal giants on its walls when the housing crisis hit, causing a financial panic.

“Timing for chancellors is everything,” Zeppos says. “I wish I could have foreseen the financial crisis, but of course so does everyone else. It set a tone of desperation that was difficult to manage, and we had to

work very hard to comprehend the plain, physical facts of the case and ascertain what was possible in an effort to make the right decisions.”

Zeppos and his team were systematic and deliberate in addressing the financial crisis. There were cutbacks, but nothing draconian, and an effort to communicate often with faculty, students, staff and alumni. Zeppos credits colleagues across campus who asked for freezes in their own salaries and department funding in order to prevent other employees from being fired. “It was a true community effort in 2008,” he insists, “and I am proud to say it is happening again at Vanderbilt in response to sequestration and our state’s rejection of federal funding for the expansion of Medicare, but this is not a long-term solution to the problems we face in Tennessee and America in caring for the uninsured.”

The chancellor took solace and advice, he says, from past chancellors during the Great Recession of 2008. Sitting in Kirkland Hall, he read financial reports by Chancellor James Kirkland written during the Great Depression and by Chancellor Heard, who had faced 20 percent interest rates during his tenure in the 1960s and 1970s.

“Obviously, the ongoing and current political standoff in Washington, and the resulting financial instability, have created significant challenges for the university,” Zeppos says. “But I am not the first chancellor [to deal with such issues], and I can look to my predecessors for guidance.”

Another reliable source of support and counsel, stresses the chancellor, has been the financial expertise of the Vanderbilt Board of Trust. They deserve special credit, he says, for agreeing to begin the university’s much-lauded enhanced financial aid policy in the face of the financial crisis. And he praises them for maintaining Opportunity Vanderbilt—which aims to help students who need financial aid to graduate debt-free—as a prime goal of the future.

“One thing I have learned from working with Nick Zeppos is that he is always looking for opportunities to advance the university, even during the most challenging of times,” says Richard McCarty, who succeeded Zeppos as provost and vice chancellor for academic affairs. “A more cautious leader would have held back on our financial aid plan during the 2008–2009 academic year, but we pushed forward under his leadership and the university is much stronger for it.

“Our residential college system is one of his next big challenges, and I am confident he will guide us to a much more dynamic and engaged living-learning campus environment while managing through the uncertain times that lie ahead.”

Despite hardships like the financial crisis and the continuing uncertainty stemming from political conflict in Washington, Chancellor Zeppos remains grateful to be where he is and enormously proud of Vanderbilt.

“We have a faculty that is one of the most distinguished teaching and research faculties in the world,” he declares. “We’ve continued to provide the best health care in the world to everyone, and to open the doors to our hospitals and clinics to everyone in need.”

He smiles broadly, clearly enjoying himself. “I learn something new every day,” he says. “It’s a joy to be surrounded by people with passion, intelligence, and the shared belief that the world can be better and that what they are doing every day is a meaningful contribution toward that end. I walk across this beautiful campus and am keenly aware of all the ways Vanderbilt has bent the curve of someone’s life for the better, including my own.”



Watch an interview with Chancellor Zeppos at [vu.edu/zeppos-five-video](http://vu.edu/zeppos-five-video)



*Chancellor Zeppos teaches a semester-long undergraduate class on the Federalist Papers in his office.*

ANNE RAYNER

To sit with those kids and really see the lights go on is a very profound experience, and it gets to the heart of why we are all here.

# GAME CHANGER



SHAW NIELSEN





**FOR FANS WHO'VE STUCK WITH VANDERBILT  
THROUGH THICK AND THIN, THIS IS  
A SEASON LIKE NO OTHER**

**BY ROD WILLIAMSON**

In December 2010, a relatively unknown Maryland assistant football coach named James Franklin arrived in Nashville to occupy a hot seat that had scorched a long list of more seasoned men—that of Vanderbilt University's head football coach.

In the football-crazy South, a college athletic program can enjoy success in every sport but football and still be deemed a dud—or it can win in football, be mediocre at everything else, and sit at the adult's table. Vanderbilt had a good overall athletic program, but football had enjoyed just five winning seasons since John F. Kennedy was president.

Before Franklin's first season, beat-down fans listened as the new coach outlined his plans for success, smiled faintly and whispered, "God bless his enthusiasm—but he doesn't know what he's getting into."

Franklin has brought much to Vanderbilt, but it was his “burn the boats” mentality in a dogged pursuit of excellence that was game-changing to many. A month into his first season, fans were amazed. Within a year, area merchants were selling more licensed Vanderbilt gear than any other sports entity in the state.

The year after Franklin’s arrival, just eight major college sports programs in the nation that sent their football teams to a bowl game also sent both their basketball teams and baseball teams to the NCAA Tournament. In 2012, six universities could make the claim. Only one university could claim this distinction both years: Vanderbilt.

Vanderbilt’s recent triumphs also include a trip to the College World Series; Southeastern Conference basketball tournament championships

nally, especially on the athletic staff, the student athletes, the boosters and our fans.

“On the other hand, I didn’t want the announcement to be seen as affirmation of what some people hoped might happen: ‘Ah, this is good, we are going to get rid of athletics.’”

Beyond reassurance and explanation, Williams developed a plan. Where did Vanderbilt want to go, and how would it get there? The trip would take some time.

Even today, surprisingly few pundits recognize the rare combination of credentials Williams brought to scale the hill. Sitting on the university’s Senior Management Council, he had the ear of top administration and the pulse of the campus. As secretary of the Board of Trust, he earned

## **WE HAD SOME BOARD MEMBERS WHO WERE ABSOLUTELY LIVID. BUT AT THE END OF THAT DAY, IT WAS CLEAR THEY CARED.**

for both women’s and men’s teams; top 20 rankings for women’s and men’s golf, women’s tennis and lacrosse; and the first-ever SEC title for women’s cross country.

And there is an ever-improving academic report card: For each of the past six years, student athletes have had increasingly better cumulative grade point averages—now nearing 3.10.

The “new Vanderbilt” has “anchored down,” in the current parlance of Commodore Nation.

### **REVOLUTION AND RUMORS**

Only the most die-hard fans would have dared to predict this level of success a decade ago when then-Vanderbilt Chancellor Gordon Gee shocked the sports world by announcing in September 2003 that Vanderbilt was disbanding its Department of Intercollegiate Athletics. His action was prompted by embarrassing athletic scandals around the country and concern that college athletic departments were becoming islands unto themselves.

Fans were aghast. College sports enthusiasts were confused or amused. Media had a field day. Vanderbilt would soon have its Kappa Sigs playing Florida, they crowed, and every coach worth his or her salt would be out the door by sundown.

In hindsight, the announcement was a bit over the top. Although family and friends called athletic staff members, concerned they were suddenly unemployed, the reality was the keys still worked to McGugin Center doors and the basic machinery remained in operation, under new management.

Gee turned to David Williams, a trusted deputy he had recruited from Ohio State who was serving as Vanderbilt’s vice chancellor for student affairs, general counsel, and secretary of the Board of Trust. Williams did not fit the prototypical SEC athletic director’s profile, although the Buckeye athletic director did report to him at Ohio State.

Amid the chatter, few grasped the present, let alone the future. Williams’ commitment to excellence went unnoticed by most, who were content to mock the unique model. But he had two clear priorities.

“The first was to make sure people didn’t act on the basis of fear,” he recalls. “The way the announcement came about produced a lot of uncertainty: Were we doing away with athletics? I wanted people to realize this wasn’t something that would make us worse. I was focused inter-

the confidence of trustees. And while keeping his faculty appointment to teach at Vanderbilt Law School, he had the respect of the faculty.

“I always thought being a member of the faculty allowed me to say things to the faculty that others couldn’t because I was one of them,” Williams says. “I understand the faculty. I do believe Vanderbilt is a place where developing degrees of credibility really helps you get things accomplished.”

But credibility is earned, not given. Shortly after the announcement, trustees descended upon campus on a Saturday, frustrated and seeking answers. “We had some board members who were absolutely livid,” Williams remembers. “I spent the day with them, and they were mad. But at the end of that day, it was clear they cared. And I had gained a little more credibility. As bad as that Saturday was, it actually helped a lot.”

Williams says he never lost sleep during the tumultuous days, mostly because he could visualize the future, which always included SEC membership. He tried to dispel rumors he called “borderline ridiculous.”

For the record, no head coach would leave Vanderbilt for nearly four years. The exodus never occurred. To the contrary, most signed long-term contracts.

Head Baseball Coach Tim Corbin arrived with little fanfare a decade ago. Using a combination of university academic and athletic assets, extraordinary recruiting skills, and a fanatical work ethic, he not only built his Commodores into a perennial national powerhouse but perhaps showed other Vanderbilt coaches a model of how it can be done.

“I wasn’t ready to step into a head coaching position unless I felt it had a balance of strong academics and athletics,” Corbin recalls. “That was my background—working with kids who had more of a commitment to school than the average baseball player. I thought that was important in building a program. I wanted a young man who could see himself in school for four years and the ability to retain kids who could possibly be confronted by professional baseball. I knew those were keys to winning.”

In the summer of 2007, Vanderbilt faced another period of uncertainty when Gordon Gee departed to return to Ohio State as president. Despite his unilateral action, Gee had been an ardent cheerleader by nature. Some wondered if the sports gods would be kind to the Commodores when the flamboyant chancellor left.

Worries of a decline were soon put to rest, however, when Nicholas S. Zeppos, the university’s provost, was promoted to interim chancel-



lor and, finally, chancellor. Zeppos carried an academic's portfolio with a sportsman's competitive heart, quickly affirming his desire for athletics to maintain a meaningful place on the campus.

"I love sports," says Zeppos. "When I came to Vanderbilt, part of the draw was being in the SEC. And we had successes along the way, particularly in basketball."

One year into his tenure, Head Football Coach Bobby Johnson put the Commodores into the Music City Bowl, just the fourth bowl experience after 118 years of fielding a football team. A victory over Boston College had Music City whistling "Dynamite," and to some, that mountain looked shorter.

However, this is the Southeastern Conference, not Hollywood, and nobody rode off into the sunset.

"We had a hiccup after 2008," Williams says. "I don't think many would have expected to go from a bowl game to 2-10 the next year. But in other areas we were making solid, tangible progress. We won our first national team championship in 2007 with our bowlers, we were strong with basketball and baseball, and we could see other programs coming on strong."

Behind the scenes Williams saw progress, too, in the way university leadership perceived athletics. "The university began to understand the value we could bring to the overall experience," he says. "It took time for some to understand that just because we were getting better didn't mean [the overall Vanderbilt experience] was getting worse."

As Zeppos recalls, when it came time to hire a new head football coach, "I sat with my good friend David Williams and said, 'Let's focus on getting a great coach and make the investments to win the Vanderbilt way and become a shining star for college athletics. We've done it in baseball,

women's basketball, men's basketball, golf, lacrosse. I know we're in the SEC. I get football. But we're competing at the top level with every other school. So we're going to do it. We're going to hire the coach."

James Franklin was the fourth head coach candidate to be interviewed by Zeppos and Williams.

"I had talked to a few athletic directors before, and someone had advised me, 'Get a leader who's a coach—not a coach who's a leader,'" Zeppos remembers. "James looked right across the table and said, 'I have a plan, and here's how we are going to win.' He is a gifted individual who inspires young people to be great students and great athletes."

### A LARGE MOUNTAIN TO CLIMB

Few fans today may have been there to witness it, but this isn't the first time Vanderbilt has enjoyed such success. During the heyday of the legendary Dan McGugin, football coach from 1904 to 1934, Vanderbilt was a gridiron powerhouse. Dudley Field, built in 1922, was the largest stadium in the South. Future football Hall of Famers routinely chose to attend Vanderbilt.

Vanderbilt basketball gradually became Nashville's "in" thing after World War II, especially after Memorial Gymnasium was built in 1952. A progression of stars, from Billy Joe Adcock (BE'50) to Clyde Lee (BA'70) to Perry Wallace (BE'70) to Jan van Breda Kolff (BA'74) and the F-Troop, entertained and inspired sports fans for 25 years.

Wallace, a Nashvillian who would become a distinguished lawyer, scholar and Hall of Famer himself, broke the SEC basketball color barrier in 1966. He had clear reasons for selecting Vanderbilt over the scores of scholarship opportunities available to him.

"The first reason," Wallace says, "was its combination of a fine educa-



FANS CELEBRATE THE VANDERBILT COMMODORES' BEST SEASON SINCE 1915 IN THE DEFEAT OF NORTH CAROLINA STATE 38-24 IN THE FRANKLIN AMERICAN MORTGAGE MUSIC CITY BOWL ON NEW YEAR'S EVE 2012.



Read the latest news about Vanderbilt athletics at [vucommodores.com](http://vucommodores.com). Also download the free official Commodores app for your Apple or Android device.





tional institution with big-time athletics. Second, when I went to visit some of the schools I had dreamed about attending, I noticed the black athletes didn't appear to be fully integrated into the campus life and often were not in pursuit of a serious academic degree. It felt like a new plantation system. And third, my parents could come to the fancy part of town and people treated them nicely. They were shown the respect they deserved, and selecting Vanderbilt was my way of giving something back to them."

Football, however, was the bell cow of the SEC, which included Vanderbilt as a charter member in 1933. Football Saturdays defined how many regarded a university.

That was at odds with how Vanderbilt defined itself. Many years ago Dean of Students Madison Sarratt told his classes, "Today I am going to give you two examinations, one in trigonometry and one in honesty. I hope you will pass them both, but if you must fail one, let it be trigonometry, for there are many good men in this world today who cannot pass an examination in trigonometry, but there are no good men in the world who cannot pass an examination in honesty."

Academic excellence had been and will forever be at the foundation of Vanderbilt's core principles. And so a false debate ensued: Could one be Harvard from Monday to Friday and Alabama on Saturday?

With this as a backdrop, Title IX was born in 1972. The federal government realized young women were not getting anywhere close to an equal opportunity in collegiate athletics and mandated that universities change their chauvinistic ways. Most nodded agreement, but athletic directors gulped, understanding that new revenue streams must be found to fund women's programs.

The early 1970s brought unequal women's programs into being. Gifted student athletes and future Vanderbilt Athletic Hall of Famers Ann Price, BA'71, MD'78 (tennis) and Peggy Harmon Brady, BE'72 (golf) helped blaze a trail for future women to follow.

"I never felt like we were under-resourced," says Price, despite traveling to meets all over the South in a station wagon and, on occasion, witnessing the university unable to afford sending a full squad to an elite tournament. Price would have been a coveted basketball recruit had there been opportunities for women. Seeing only limited choices, she picked Vanderbilt for academics and became a tennis star—and, later, a medical doctor. Today she is associate dean for alumni affairs and associate professor in the Vanderbilt School of Medicine.

When Roy Kramer settled in behind his desk as Vanderbilt's new director of athletics for the first time on Labor Day, 1978, he knew the job was going to be an uphill climb. With brief exceptions, the football program had sputtered since the end of the Great Depression, the proud men's basketball program was transitioning from the glory days of Roy Skinner into a period of controversy, a fledgling women's program would need financial and moral support, and the athletic plant was, for the most part, an eyesore.

"I was well aware we had a fairly large mountain to climb," Kramer remembers. "It was a daunting challenge, particularly in football, to develop the program to competitive status. What impressed me the most, however, was how much people inside the university did care about having a proud program—not that they expected championships but to be competitive. That outweighed any of my reservations.

"The outside world thought the university administration was anti-athletics, and that was not the case. People such as Chancellor [Alexander] Heard, President [Emmett] Fields and [Vice Chancellor] Rob Roy

Purdy really did care, as did Board of Trust members such as Sam Fleming [BA'28]. They were very supportive. We knew we were not going to do this overnight, but it gave us hope that the challenge could be met."

During the next two decades, the Commodores had their moments, such as in 1993 when the women's basketball team was rated No. 1 for six weeks and made the school's only Final Four trip. The same year Coach Eddie Fogler's men's team won the SEC and was ranked as high as third.

Fogler, whose son Ben is currently a member of Vanderbilt's golf team, believes athletics plays an important role on the campus. Indeed, his championship team had high academic achievers such as Bruce Elder (BA'92, MBA'93) and Kevin Anglin (BA'93) in its starting lineup, and he admits he would not have been as interested in Vanderbilt had it not been for its commitment to academics.

### A SHIFT IN MENTALITY

Twenty-five years after Kramer's arrival, no one is more excited about gridiron success than Zeppos and Williams, who have spearheaded multimillion-dollar fund drives to improve athletic facilities across the board. Williams desires an all-around program of excellence and is as proud of his strong Olympic sport teams as he is his College World Series or SEC basketball rings.

People are paying attention, including John Skipper, president of ESPN and co-chairman of Disney Media Networks. "I had a chance to observe Vanderbilt athletics close up during the four years [2009–12] my son Clay was in school there," Skipper notes. "Vanderbilt athletics is special. They compete at the highest level while insisting that varsity athletes remain real students. It is a great achievement. I think the media admire what Vanderbilt accomplishes at a medium-sized private school in a big, mostly public-school conference. I had a chance to see terrific baseball teams every year, very good women's basketball teams, the men's team beat Kentucky, and the football team beat Auburn (with ESPN's *College GameDay* on campus!)," Skipper continues. "I thought that would be the highlight of Vanderbilt football forever but was proved wrong this past year. James Franklin is a great young coach."

"I think the athletic department seems similar to the baseball program," Corbin observes. "It has gained confidence. Nothing is more important than the shift of the mentality; that to me is the most important thing that has happened."

Williams likes winning as much as anyone, but he sees a bigger mission. "I want us to be more a part of solving some of the issues that exist in the community. For example, it may sound self-serving to some who may think we are just trying to make a dollar, but I am thrilled we can soon host high school football and track. That helps the community."

Commodore Nation feels good about itself. The dedication to academic excellence remains, and the program is still the only one in the Southeastern Conference never tainted by NCAA probation. There is more diversity (both racial and geographic), women are in leadership roles, and the department is active in the community.

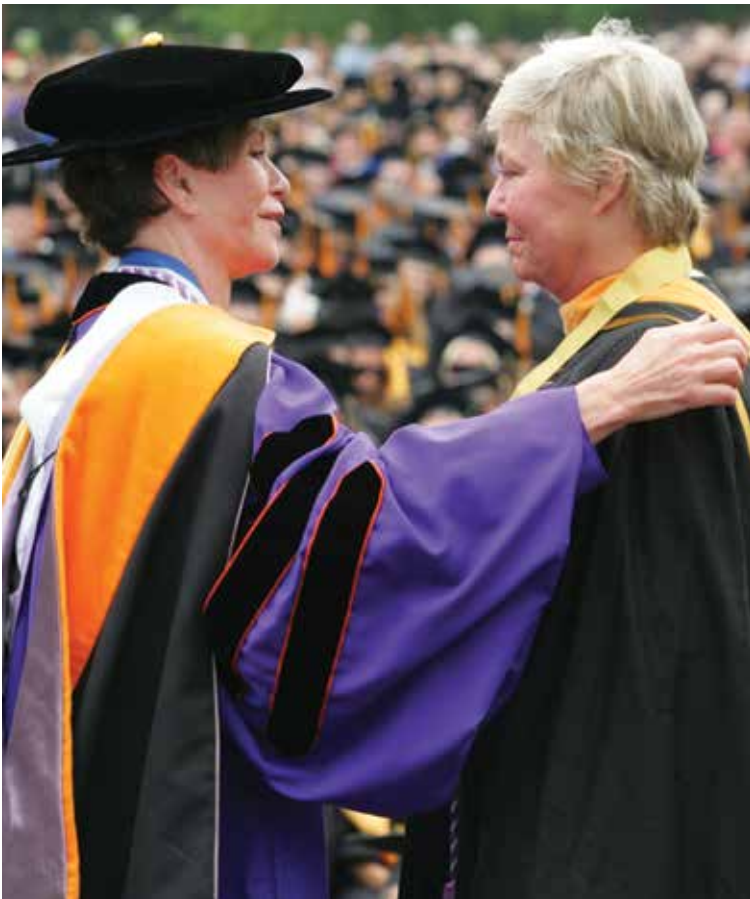
Where discouraging jokes and bad karma once existed, a positive vibe now permeates. Fans who thought they never again could fall in love with the Commodores are rethinking their weekend plans and expanding their wardrobes to include more black and gold.

Perry Wallace agrees. "I have an active membership in a great institution, and that makes me feel good."

*Rod Williamson is director of communications for Vanderbilt athletics.*



ANNE RAVNER



NEIL BRAKE



CLOCKWISE, FROM TOP LEFT: **1.** DEAN COLLEEN CONWAY-WELCH WITH STUDENTS IN THE 1980S. **2.** AT HOME WITH HER HUSBAND, NASHVILLE BUSINESSMAN TED WELCH, AND FOUR-LEGGED FAMILY MEMBER HEIDI. **3.** THE DEAN CELEBRATES HER INDUCTION INTO THE INSTITUTE OF MEDICINE OF THE NATIONAL ACADEMIES IN 1997. **4.** CONWAY-WELCH WITH 2007 SCHOOL OF NURSING FOUNDER'S MEDALIST ROBIN RILEY, MSN'06, WHO BECAME A NURSE PRACTITIONER AFTER RETIRING FROM A CAREER WITH IBM.



# FULL IMPACT

FROM HER FIRST DAY AT VANDERBILT 29 YEARS AGO, **COLLEEN CONWAY-WELCH**  
HAS PUSHED NURSING HIGHER, HARDER AND FURTHER  
BY JOHN HOWSER AND KATHY RIVERS

After Colleen Conway married in 1984, she signed an informal written agreement with her husband, Ted Welch, stating that she would resign as dean of the Vanderbilt University School of Nursing after five years.

Eight years later Welch tore up the agreement and handed her the pieces.

Conway-Welch, after 29 years as dean, is stepping down at the end of the academic year. She is the second-longest sitting dean of any U.S. nursing school. But her legacy isn't simply a measurement of time. It is reflected in the indelible impact she's made on the school she loves, the world of nursing, and the many people she has inspired along the way.

"Colleen's contributions to Vanderbilt have been enormous," says Dr. Jeff Balsler, MD'90, PhD'90, vice chancellor for health affairs and dean of the School of Medicine. "Her vision for innovation in advanced practice training for nurses has set a national standard and has made Vanderbilt a leading destination for nursing education and research."

Nearly three decades ago Conway-Welch filled her car with most of her worldly possessions in Colorado and headed for Nashville as the incoming dean of a nursing school that was on the brink of closing.

"On the drive out, even I thought I was crazy for making this leap," she recalls. "I was a divorced, Irish-Catholic, 40-year-old professional woman with no Southern connections or music skills, going to Nashville. It felt like an incredible risk. Then I told myself it was just another adventure."

She accepted the position with two stipulations. First, the undergraduate program would have to be overhauled. Second, the school would have to move from underneath the umbrella of the provost and instead report directly to the Medical Center vice chancellor for health affairs, at that time Dr. Roscoe R. (Ike) Robinson.

She thought she would serve the School of Nursing for about five years, enough time to rejuvenate it with the new accelerated "bridge"-to-master's program—the original idea for which she credits Jean Watson,



## Steep Trajectory

HIGHLIGHTS OF CONWAY-WELCH'S LEADERSHIP

**1984**

Colleen Conway named dean

Vanderbilt University School of Nursing organizationally becomes part of Vanderbilt University Medical Center

Julia Hereford Society established

**1985**

B.S.N. degree begins phase-out

Joint Center for Nursing Research opens

Conway-Welch appointed to Tennessee State Board of Nursing

**1986**

B.S.N. core undergraduate nursing content taught as Pre-Specialty [bridge] to the M.S.N. degree, one of multiple entry options; graduates receive the master's degree as first professional degree

M.S.N. curriculum refined to 39 semester hours

dean of nursing at the University of Colorado in the early 1980s.

“Sometimes you can’t do things in increments,” Conway-Welch says. “You have to just find the window and drive the truck through it.”

One of those cases was the decision by her and the nursing school faculty no longer to admit freshmen into the program. “I woke up in a cold sweat the night before telling the registrar,” she remembers, “but we needed to press on.”

She believes the biggest contribution she has made during her professional career is development of the bridge program, in which students are availed several different entry points toward earning their master’s degrees in the science of nursing. Today accelerated programs are common and flourishing around the country.

From the start Conway-Welch knew her primary responsibility was to increase the value of a nursing degree from Vanderbilt. “That’s what I set out to do, and that’s what I’ve done,” she says. VUSN currently ranks 15th nationally among graduate schools of nursing in the latest *U.S. News & World Report* rankings, in addition to several high-ranking specialty programs.

Ironically, one of her very first fundraising visits was also one of her most successful. The night before she was to call on Ted Welch, a prominent local businessman and the father of a Vanderbilt nursing student, Conway-Welch recalls preparing for the encounter in her Green Hills condo. She wrote down all the key points and practiced her delivery in front of the mirror for hours.

The next day, 10 minutes into the meeting, Welch agreed to give the

school the amount requested. Colleen thanked him, but rattled on with her presentation.

Their next meeting was a dinner date. The two married just three months later.

### “ONE BIG DEMONSTRATION PROJECT”

There is no question Conway-Welch ushered in an era of nursing education reform at Vanderbilt that continues today. Her ability to see what is on the horizon for nursing, and to help set the stage through educational opportunities, preparing VUSN’s graduates for an ever-changing health care environment, have been hallmarks of her career.

“Colleen has done things as a dean that really have not been done in any other place,” says Linda Norman, the Valere Potter Menefee Chair in Nursing and senior associate dean of academics. “She sets the bar, particularly for private-school deans, for the scope of things we should be involved in beyond academics, research and a little practice. We have been one great big demonstration project.”

During her deanship, the school’s faculty practice network has flourished, starting when Bonnie Pilon, professor of nursing and senior associate dean for clinical and community partnerships, came on board in 1989. The network now includes several clinics in underserved neighborhoods, two nurse-midwifery clinics, a school-nurse contract with Metro Nashville-Davidson County and others. These sites improve access to health care for patients and serve as places for students to gain valuable clinical experience.

“Colleen is always moving to the next horizon,” says Pilon. “She saw things



**1988**  
First “pre-specialty”-to-M.S.N. class graduates

**1989**  
Last B.S.N. degrees awarded



**1994**  
Nurse-midwifery program receives \$100,000 grant from the Tennessee Department of Health

**1995**  
Fall-Hamilton School Health Center opens as first school-based clinic

**1997**  
Patricia Champion Frist Hall completed

Asynchronous learning methodology marks VUSN’s entry into the field of distance education

**1999**  
East End Women’s Health and Birthing Center opens



**2000**  
Federal Office of Emergency Preparedness asks VUSN to sponsor International Nursing Coalition for Mass Casualty Education

**2001**  
Conway-Welch named to Nancy and Hilliard Travis Professor of Nursing chair

**2003**  
Vanderbilt ranks 12th among private schools of nursing in National Institutes of Health funding

West End Women’s Health Center opens



and continues to see things the rest of us don't always see clearly. She has pushed and dragged us into the next decade and into the next century."

Her vision and leadership resulted in the school's academic progress. Realizing the need to provide nurses with doctoral education, Conway-Welch opened the Ph.D. program in 1993 and the doctor of nursing practice (D.N.P.) program in 2008.

Before others considered how technology could offer new options for curriculum delivery, Conway-Welch saw it as the wave of the future. Today, VUSN is known nationally as a role model for successful use of information technology. More than half of its 1,000 currently enrolled students are educated via blended distance-learning programs, spending part of their class time physically at VUSN and the rest in clinicals and classes online.

"When Colleen first recruited me here in 2000, her comment was, 'I need some senior leadership in this area because we need to know what to do next. I trust you to figure that out,'" says Betsy Weiner, Centennial Independence Foundation Professor of Nursing and senior associate dean for informatics.

### TIRELESS ADVOCATE

As Conway-Welch rejuvenated VUSN, people across the country took notice. She has become a national leader in the world of health care, never shying away from difficult or controversial issues. When addressing students at graduation, she tells them that with a nursing degree, they can be entrepreneurs, policymakers, advocates and more. She says it because she has lived it.

In 1988, President Ronald Reagan named her to the Presidential Commission on Human Immunodeficiency Virus Epidemic, a bipartisan commission on the HIV epidemic. In 1997 she was elected into the Institute of Medicine of the National Academies. In 2006 she was appointed by President George W. Bush for a five-year term on the board of regents for the Uniformed Services University of the Health Sciences. She is a fellow in the American Academy of Nursing.

"Dean Conway-Welch has made contributions in all areas of nursing, but her support of nursing research has been extraordinary," says Ann Minnick, the Julia Chenault Professor of Nursing and senior associate dean for research. "During her involvement in the national leadership effort, the National Institute of Nursing Research was established. Her unwavering support of science, especially in the areas of postdoctoral fellowship, has resulted in increased numbers of nurse scientists whose discoveries have positive effects on patients, families and communities."

"The thing I admire most about her is her commitment to the work being done here and its impact on society and health care in general," says Becky Keck, assistant professor of nursing, senior associate dean for administration and operations, and chief administrative officer at VUSN. "She has been a very active advocate for nursing policy and for public health issues on state and national levels."

Conway-Welch will continue to serve as a member of the Vanderbilt faculty, working with her successor and Balser, in support of the School of Nursing and nursing and health policy issues.



**2004**  
VUSN initiates partnership with Fisk and Lipscomb universities leading to a B.S.N. degree awarded by the recipients' home school

Postdoctoral program begins

**2005**  
Faculty practice begins "Vandy Calls," offering nurse practitioner house calls to frail, elderly local residents

Primary care clinics open at employer sites in Maryville and Dickson, Tenn.

**2006**  
Historic Godchaux Hall celebrates completed renovation

**2007**  
U.S. News & World Report ranks VUSN 19th

Nursing Annex renovation complete

Vine Hill Community Clinic becomes a Federally Qualified Health Care Center and more than doubles in size

**2008**  
VUSN celebrates 100 years

**2010**  
Inaugural class of D.N.P. [doctor of nursing practice] students receives degrees

**2011**  
VUSN partners with the School of Medicine and Peabody College to offer master's degree in health professions education

**2012**  
U.S. News & World Report ranks VUSN 15th among graduate nursing schools

VUSN opens faculty practice at The Clinic at Mercury Courts

VUSN achieves landmark of 1,100 enrolled students

# CONJUGATION NATION

LIVING, LEARNING AND CHOWING DOWN—INTERNATIONAL STYLE—AT MCTYEIRE

“Living-learning community” is a phrase bandied about Vanderbilt frequently these days, particularly since inception of the College Halls residential college system and construction of The Martha Rivers Ingram Commons in 2008. But it’s hardly a new concept on campus.

In 1980, Chancellor Alexander Heard and other campus leaders championed the renovation of McTyeire Hall to become a new center to promote the use of foreign languages and awareness of other cultures. Today McTyeire International House is home to 95 undergraduate and graduate students, primarily Americans, who live, eat, play and work together under one roof—immersing themselves in international cultures and improving their fluency in French, German, Japanese, Chinese, Spanish or Russian.

Although McTyeire residents are not required to major in a language—residency is open to students of all majors and schools at Vanderbilt—admission to the program requires previous study in a language and sufficient ability to converse informally in that language. Each language group has a native-speaking coordinator who advises residents and plans language-building activities throughout the year. Students are required to speak their target languages or discuss international topics at these events.

Overseen by the associate dean of the College of Arts and Science, McTyeire International House partners closely with faculty advisers, the Office of Housing and Residential Education and Vanderbilt Dining Services.

PHOTOGRAPHY BY DANIEL DUBOIS, LAUREN HOLLAND, JOE HOWELL AND JOHN RUSSELL



BUILT IN 1940 IN THE COLLEGIATE GOTHIC STYLE, MCTYEIRE HALL WAS VANDERBILT’S FIRST DORMITORY FOR WOMEN. SINCE 1981 IT HAS BEEN HOME TO MCTYEIRE INTERNATIONAL HOUSE. THE HALL UNDERWENT A COMPLETE RENOVATION IN THE 1990S AND EARNED A TOP ARCHITECTURAL AWARD FROM THE METRO NASHVILLE HISTORICAL COMMISSION IN 1997.



## DINNER CONVERSATION



"THE DINNERS ARE AT THE HEART OF OUR PROGRAM," SAYS ANJA BANDAS, PROGRAM DIRECTOR FOR MCTYEIRE INTERNATIONAL HOUSE. FOUR WEEKLY DINNERS, AT WHICH STUDENTS MUST CONTRIBUTE TO CONVERSATION IN THEIR TARGET LANGUAGES, ARE SERVED IN MCTYEIRE'S OWN DINING ROOM, INCLUDING AN INTERNATIONALLY THEMED DINNER EACH THURSDAY. MCTYEIRE'S CHEFS SPECIALIZE IN CUISINE FROM AROUND THE WORLD.



Learn more about McTyeire International House at [vu.edu/mctyeire](http://vu.edu/mctyeire)  
See additional photos at [vu.edu/mctyeire-photos](http://vu.edu/mctyeire-photos)



MCTYEIRE STUDENTS LIVE IN SINGLE ROOMS ALONG RESIDENCE-HALL CORRIDORS GROUPED BY TARGET LANGUAGE. MANY DECORATE THEIR ROOMS TO REFLECT THE CULTURES OF INTEREST TO THEM, SUCH AS THESE INHABITED BY SENIOR ECONOMICS MAJOR AND RESIDENT ADVISER ANNIE WANG, WHO IS STUDYING CHINESE, AND BEN JUVELIER, A SENIOR MAJORING IN GERMAN. ANNIE HAS JUST LANDED A GREAT JOB AND WILL SOON GO HIKING IN NEPAL.

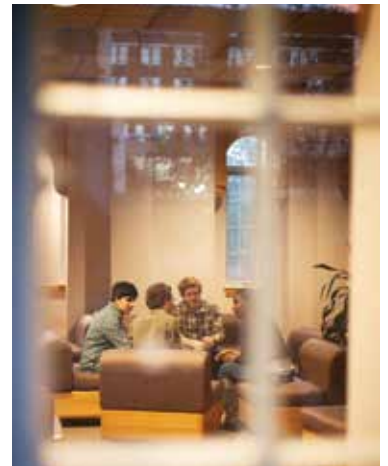


## MIXING IT UP



THE MCTYEIRE MIXER, HELD IN MARCH, IS ONE OF TWO LARGE ANNUAL EVENTS HOSTED BY MCTYEIRE WITH AN INTERNATIONAL FOCUS. ATTENDED BY FACULTY MEMBERS OF THE FOREIGN LANGUAGE DEPARTMENTS, THE MIXER FEATURES A RECEPTION SERVING INTERNATIONAL FOODS AND A SHOWCASE OF SKITS AND PRESENTATIONS BY STUDENTS RELATED TO THE CULTURES OF THE LANGUAGES IN WHICH THEY ARE HONING THEIR SKILLS.

## BREAKS FROM THE ROUTINE



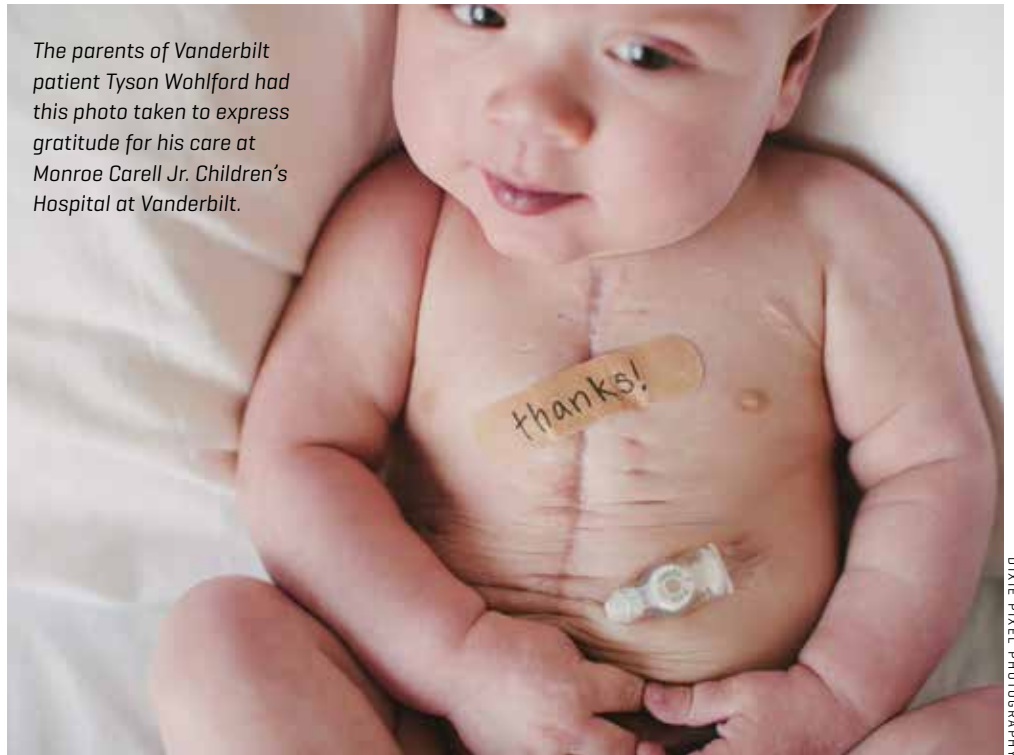
WEEKLY CULTURAL “STUDY BREAKS” AT MCTYEIRE—CONDUCTED IN VARIOUS TARGET LANGUAGES—CAN FEATURE ANYTHING FROM WORD GAMES AND FOREIGN FILMS TO LECTURES AND MUSIC. PERIODIC “FIRESIDE CHATS” BRING RESIDENTS TOGETHER TO HEAR GUEST LECTURERS AND OCCASIONAL PERFORMANCES. A RECENT FIRESIDE CHAT FOCUSED ON THE HISTORY AND CULTURE OF GUATEMALA, AND ANOTHER FEATURED KEIKO NAKAJIMA, SENIOR LECTURER IN JAPANESE, WHO PERFORMED ON THE KOTO, A TRADITIONAL JAPANESE STRING INSTRUMENT.

# EPILOGUE



## THE GREATER GOOD

*The parents of Vanderbilt patient Tyson Wohlford had this photo taken to express gratitude for his care at Monroe Carell Jr. Children's Hospital at Vanderbilt.*



DIXIE PIXEL PHOTOGRAPHY

## Vanderbilt Celebrates 30 Years with Children's Organization

This year marks one of the most influential partnerships in Vanderbilt's history, as the national Children's Miracle Network Hospitals organization celebrates 30 years.

In 1983, Children's Hospital at Vanderbilt joined other hospitals to form a national consortium to improve the health of children. Since the organization began, it has raised more than \$4.7 billion nationally for the 170 hospitals it now comprises.

Through Children's Miracle Network Hospitals, Monroe Carell Jr. Children's Hospital at Vanderbilt forms national, regional and local partnerships to raise awareness and funds. Efforts range from sales of CMN balloon icons to outright contributions to event fundraisers. Organizations work with fundraising staff to determine the best fit for their respective operations.

"It is inspirational to see the support of our community partners," says Luke Gregory, MA'81, CEO of Children's Hospital. "Our affiliation with Children's Miracle Network Hospitals shines a light on the impact of combined efforts for a common cause."

In 2012 these efforts raised \$1.2 million for Children's Hospital [\$25 million since 1983]. Contributions support critical needs of the patients and families treated at Vanderbilt.

*Anyone interested in partnering with Children's Miracle Network Hospitals and Monroe Carell Jr. Children's Hospital at Vanderbilt can visit [vu.edu/cmn-hosp](http://vu.edu/cmn-hosp)*







Elkington at the original B.B. King's Blues Club in Memphis

DANIEL DUBOIS

## John Elkington, BA'70, revived Memphis' iconic Beale Street and helped bridge a racial divide.

Thirty years ago John Elkington stood near the Mississippi River and looked east down historic Beale Street. The legendary jazz district, where blues pioneers W.C. Handy, Muddy Waters and B.B. King once played uniquely American music, resembled a war zone. The iconic area had become a wasteland of abandoned and boarded-up buildings where trash littered otherwise empty streets full of sand.

Today, thanks largely to Elkington, Beale Street has been transformed into Memphis' premier entertainment district and a top tourist destination, with 4.2 million visitors annually.

It wasn't easy. The public-private project, which was hampered by politics, racism and legal problems, nearly cost him his entire business. "I didn't realize how complicated it would be," Elkington

says. "I was 30 years old and thought I could do anything. I had so much money invested in Beale Street that, if I had failed, I never could have gotten back to where I was."

"Pioneers always get bloodied," Memphis Mayor A C Wharton Jr. has said of Elkington. "He went in when others would not, and the community owes him a debt of gratitude."

More than a century ago, jazz and blues musicians migrated from the cotton fields of the Mississippi River Delta to play music on Beale Street in an environment of Prohibition, racial segregation and vice. Eventually alcohol was legalized, segregation ended, and Beale fell on hard times. For 20 years the street stood empty of people and businesses.

Elkington had three goals for Beale's restoration: Preserve the music, bring commerce back, and keep a diversity of owners and patrons. Today African Americans own about one-third of the numerous shops, restaurants and clubs that are preserving a musical tradition that includes Elvis, Otis Redding and Jerry Lee Lewis.

A psychology major who played linebacker for the Commodores, Elkington says Vanderbilt instilled in him a desire to give back to the community. After graduation he studied law at the University of Memphis and worked as an attorney before beginning a career in home building and development in 1974.

Today the native Memphian and his wife, Valerie, live in the city's suburb of Germantown. He has received numerous accolades, including being named by *Memphis* magazine as one of the city's 35 movers and shakers of the past 35 years. As chairman and CEO of Elkington Real Estate Group, he is currently involved in the renovation of the St. Louis art district and restoration projects in several Southern states. His aim is "to preserve the richness of our music, history and Southern culture."

The father of three sons is proud of the legacy Beale Street's success represents. "It was difficult, but worth it," he says. "We concentrated on bringing blacks and whites together in a social situation, and it worked. I'm very proud of that."

—JOANNE LAMPHERE BECKHAM







# OpportunityVanderbilt

Gabriella DiCarlo's interests in engineering, neuroscience and medicine have flourished during her time at Vanderbilt. From working on plans for an epilepsy treatment device to developing a clean water system in Peru, DiCarlo is focused on finding solutions that will improve lives.

Supporters like you help provide students like Gabriella with opportunities to fulfill dreams and create positive changes in the world. Consider a gift to support students through Opportunity Vanderbilt, the university's initiative to replace need-based undergraduate loans with scholarships and grants.

Gabriella will graduate this year without burdensome debt, freeing her to impact the world in countless ways.

**"I was able to come to Vanderbilt because of this scholarship. As I look to graduate school, I have a huge sense of relief in knowing I don't have undergraduate debt."**

**Gabriella DiCarlo, Class of 2013**  
**School of Engineering/College of Arts and Science**  
**Smith Seckman Reid Engineering Scholarship**



Make a gift to Vanderbilt online—[vanderbilt.edu/givenow](http://vanderbilt.edu/givenow).  
Questions—Randy Smith, [randall.w.smith@vanderbilt.edu](mailto:randall.w.smith@vanderbilt.edu), (615) 343-4475

## MINI PROFILE



ADAM KUYKENDALL/UNIVERSITY OF MAINE

## Lu Zeph, EdD'83

### Disabilities Advocate

Lu Zeph believes people with disabilities have both a civil and a human right to develop their abilities in an inclusive community. “The disability rights movement is rooted in the Civil Rights Movement,” she states. Both faced similar opposition, she says, and both have advanced society.

As a young girl growing up in Boston during the 1960s, Zeph was inspired to work for social justice by Dr. Martin Luther King Jr. and members of the Kennedy family. Today the former Head Start teacher is an internationally recognized expert on intellectual and developmental disabilities and an important advocate for people with disabilities.

For the past 20 years, Zeph has directed the Center for Community Inclusion and Disability Studies at the University of Maine, where she also currently serves as interim associate provost. As a Kennedy Public Policy Fellow, she has advised the U.S. Senate on disability issues and also served as executive director of the Joseph P. Kennedy Foundation.

“Inclusive education is not just about people with disabilities,” says Zeph. “It’s about creating schools and classrooms in which the full range of learners can succeed.”

“When children learn to experience kindness, empathy and respect in a setting where diversity is valued, it creates an environment in which all children can thrive.”

—JOANNE LAMPHERE BECKHAM





VANDERBILT FOR LIFE



JOHN RUSSELL

## Opening Dores to New Career Opportunities

Sean Davidson, BS'10, was planning for a career in investment banking. A meeting with alumnus Andrew Grobmyer, BS'91, at an Opening Dores dinner changed all that, and today Davidson is working as a health care consultant with Huron Consulting.

Opening Dores is a student-alumni program managed by the Vanderbilt Alumni Association. The goal is to bring students and alumni together over a casual, informative meal. The meetings have a career theme such as human resources or, as in Davidson's case, health care.

"I sat next to Andrew Grobmyer, and he started telling me about his job," Davidson says. "I became more and more interested in what he had to say, and by the end of the dinner I had his card."

The meal led to an interview, which led to the job, and is just one of many success stories from Opening Dores. As it turns out, the alumni are just

as eager as the students to talk.

"Alumni understand the Vanderbilt experience, and that's very helpful in the career process," Grobmyer says. "Vanderbilt had a positive impact on my career, and I think it's important to give back."

When it comes to job hunting, the old adage often rings true: It's not what you know, but who you know, that can help get your foot in the door.

"Sometimes cold-calling can get you places, but it's lots more effective to sit down face-to-face and share a meal with someone who actually has the ability to hire you," Davidson says. "At the end of the day, Vanderbilt graduates want to see other Vanderbilt graduates succeed."

Nashville alumni interested in participating in Opening Dores should email [lauren.obersteadt@vanderbilt.edu](mailto:lauren.obersteadt@vanderbilt.edu) or call [615] 322-2042.









MINI PROFILE



JR ANDERSON

## Deena Dill, BS'92 Fun and Games

Deena Dill is probably one in a million—a busy actress and producer who'd rather work light-hearted sitcoms and game shows than become the next Meryl Streep.

"Game shows are certainly not a niche most people in the industry gravitate toward, but it's what I like," she says. "I don't know if that's smart, but I came to Los Angeles hoping to both act in and create family-friendly shows."

Dill's biggest producing success to date is with the game show *Oh Sit!*—a modern, dare-devil version of musical chairs. The show, which appears on the CW network, began airing its second season in April and has appeared in China, New Zealand and Canada.

On the acting side, she has recurring roles on *Suburgatory* and *iCarly* and a long list of guest appearances. It makes for a busy life in which no two days are ever the same, but she appreciates the variety.

"As a producer, I finish one task and then a dozen more pop up that have to be resolved," she says. "When I'm acting, they give me the lines, I hit my mark, and when I finish the scene, I go over to craft services and have a brownie."

—CINDY THOMSEN

Follow Deena on social media:



Deena Dill



@deenadill

MINI PROFILE

## Kofi Dadzie, BE'00

### Wunderkind of West Africa



During a 1997 summer internship, Vanderbilt mechanical engineering student Kofi Dadzie had a brilliant idea: Enormous opportunities awaited someone who could bring a combination of business principles and information technol-

ogy to his homeland, Ghana.

"As a developing country, Ghana ... did not boast many high-tech software companies," Dadzie says. "I gained a bit of exposure to technology and business, and was very excited about what could be done back home."

The first step was changing his major to computer engineering. Next he had to secure financing for his startup company. Because commercial lenders were reluctant to loan money to a 24-year-old entrepreneur, family members provided seed money. Later, Dadzie and his business partner were able to secure bank loans. While his age was "a bit of a barrier," lack of management experience was the team's biggest hurdle, he says.

Despite those challenges Dadzie's company, Rancard Solutions Ltd., has become one of the leading IT firms in West Africa. The company provides software technology for mobile-content service for clients like Vodafone, Google and Voice of America in 32 markets in Africa, the Middle East and Asia.

Last year, in announcing their first-ever West African investment in Rancard Solutions, Intel Capital and Adlevo Capital praised Rancard as "a perfect example of African entrepreneurs bringing world-class technology solutions to market."

—JOANNE LAMPHERE BECKHAM









*Freshman Aleida Gomez is a recipient of the Robert Sterling Rannels Scholarship, established through Opportunity Vanderbilt, which made it possible for her to attend.*



JOE HOWELL

## Gift Challenge Extended to Young Alumni

Young alumni have a unique opportunity to turn their collective gifts into major support of undergraduate scholarships.

An anonymous donor recently funded the “GOLD Challenge.” If 2,800 Graduates Of the Last Decade [GOLD] make contributions to any area of Vanderbilt before May 31, 2013, a \$100,000 contribution will support Opportunity Vanderbilt. One of the first of its kind, the challenge creates a partnership among donors with different interests to support one of Vanderbilt’s top priorities.

“I give back to Vanderbilt because of the amazing memories, lifelong friendships and valuable lessons that have helped me become a strong leader who will make a difference in the world,” says Harry Lopez, BA’12.

Opportunity Vanderbilt aims to replace all need-based undergraduate student loans with

scholarships. It is designed to attract the highest-quality students from all over the world and provide them with the same types of experiences Lopez describes, while removing the burden of student debt.

“Access to a world-class education is the embodiment of the American dream, and I am proud to see it unfold on our campus,” Provost Richard McCarty says of the effort.

**The GOLD Challenge website—[vu.edu/gold-challenge](http://vu.edu/gold-challenge)—provides more information, ways to give and status updates.**

▶ With Opportunity Vanderbilt, students’ need-based loan debt has decreased 85 percent since 2001. Watch a short new video about the initiative at [vu.edu/fin-aid](http://vu.edu/fin-aid).





## Alumni Association Creates New Awards

Since 1996 the Vanderbilt Alumni Association has recognized the university's most outstanding alumni with the Distinguished Alumni Award. Recently, the association's board introduced two new ways to recognize deserving graduates: the Alumni Volunteer Award and the Young Alumni Professional Achievement Award. Nominations for all three awards are now being accepted by the board.

"Our goal is to preserve the distinction of the Distinguished Alumni Award, but still recognize the diverse accomplishments of Vanderbilt alumni," says Thomas Conner, BA'88, chair of the awards committee.

The **Distinguished Alumni Award** recognizes an alumnus or alumna whose accomplishments and contributions have had a broad impact and positive effect on mankind. Recipients are celebrated for going beyond their successful vocation to bring benefit to the universal community.



The **Alumni Volunteer Award** is presented annually to an alumnus or alumna. Nominees should have demonstrated a significant pattern of volunteer service to Vanderbilt that has positively represented the university and its mission. They also should be actively engaged in volunteer work on behalf of the university.

The **Young Alumni Professional Achievement Award** is presented to an alumnus or alumna who is age 40 or younger at the time of nomination. Nominees should have a significant record of career achievement and a promise for future professional success.

They also should have a record of acknowledgment by their peers for outstanding work in their chosen fields of endeavor.

Vanderbilt alumni, faculty and staff may nominate alumni for all three awards at [vu.edu/alumni-awards](http://vu.edu/alumni-awards).







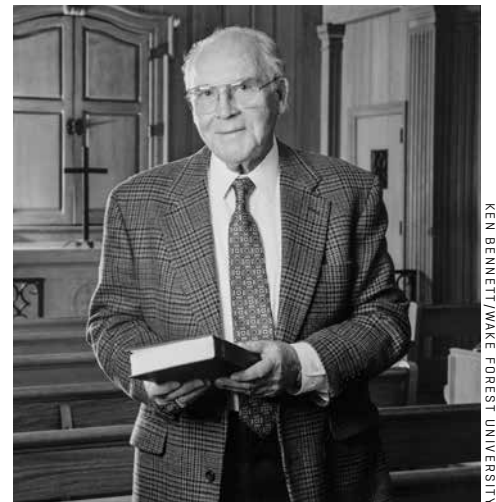


## Walter J. Harrelson Old Testament Scholar

Walter J. Harrelson, distinguished professor of Hebrew Bible, emeritus, and former dean of Vanderbilt Divinity School, of Winston-Salem, N.C., died Sept. 5, 2012. He was 92. An internationally acclaimed Old Testament scholar, he served four years in the U.S. Navy during World War II. Harrelson was dean of Chicago Divinity School when he became a professor of Old Testament at Vanderbilt in 1960. He was named dean of Vanderbilt Divinity School in 1967, serving until 1975.

Harrelson's broad areas of expertise included Jewish-Christian relations, biblical interpretation, the study of biblical law and prophets, and churches' response to social issues. During the early 1970s he initiated an extensive project to preserve the treasures of the Church of Ethiopia through vast microfilming of manuscripts in churches and monasteries. The Walter Harrelson Papers at Vanderbilt University Special Collections include this work, as well as many other papers from his classes and career at Vanderbilt.

Harrelson's numerous leadership posts included presidency of the Society of Biblical Literature and chairmanship of the Society for Religion in Higher Education. He was a major leader of theological education in the United States and Canada, serving in roles that included chair of the Task Force on Academic Freedom of the American Society of Theological Schools. He also was among a select group of scholars of the Hebrew Bible to produce the New Revised Standard Version of the Bible in 1990.



KEN BENNETT/WAKE FOREST UNIVERSITY

Vanderbilt awarded him three university-wide recognitions: Harvie Branscomb Distinguished Professor, Thomas Jefferson Award, and Alexander Heard Distinguished Service Professor. Upon his retirement in 1990, a scholarship was established at Vanderbilt in his name.

In the mid-1990s Harrelson was asked by Wake Forest University to guide development of its proposed divinity school. He became a professor of religion at Wake Forest until his second retirement. He is survived by a daughter, **Marianne H. McIver**, BSN'67; two sons, **David A. Harrelson**, JD'78, and **Robert J. Harrelson**, BA'80; six grandchildren and two great-grandchildren.



## Savers, investors and *charitable donors*

### BENEFITS ON A \$10,000 SINGLE-LIFE CHARITABLE GIFT ANNUITY\*

Age	Annuity rate	Yearly income	Tax deduction
65	4.7%	\$470	\$2,661
70	5.1%	\$510	\$3,469
75	5.8%	\$580	\$4,102
80	6.8%	\$680	\$4,669
85	7.8%	\$780	\$5,418
90	9%	\$900	\$6,136

\*minimum age of 65 and gift amount of \$10,000. Deductions as of May 2013.



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The Millers, Don (MEd'89, EdD'92) and Roberta (MALS'64, EdD'92), value their Vanderbilt experience so much that they

have established several charitable gift annuities. Learn more about why donors give to Vanderbilt through gift annuities at [vanderbilt.edu/plannedgiving](http://vanderbilt.edu/plannedgiving).

Learn more— Anthony Barclay, Office of Planned Giving | (615) 936-5518 | (888) 758-1999 | [plannedgiving@vanderbilt.edu](mailto:plannedgiving@vanderbilt.edu)









SUSANA RAAB

## Jane Holmes Dixon, BA'59, MAT'62 Active Faith

Jane Holmes Dixon of Washington, D.C., died Dec. 25, 2012. She became a priest in her 40s and later became the second female bishop in the Episcopal Church. Her 17-month term as bishop pro tem of the Washington Diocese in 2001 and 2002 was dominated by a standoff with a rural Maryland parish in Prince George's County whose rector refused to recognize female authority.

Throughout her clerical career she was seen as an unassuming Southerner whose early familiarity with racial discrimination in her native Mississippi fueled deep faith-based activism. After the terrorist attacks of 9/11, she spoke at a national prayer service held at the National Cathedral, standing beside President George W. Bush and urging Americans to "be united so that we will make that message of love the message that the world needs to hear." In recent years she was invited to speak at the White House against hate crimes and served as president of the D.C.-based Interfaith Alliance, most recently focusing her attention on the region's homeless population.

"My ministry has been a striving for justice," she said. "'Do justice, love mercy, walk humbly with your God.' We tend to do a lot of loving justice and doing mercy, and that's not what the Scripture says." She is survived by her husband, **David M. Dixon**, BA'54, JD'59; three children, including **Mary Dixon Raibman**, JD'98; and six grandchildren.







PASSAGES

## William W. Featheringill, BE'64 Engineering Entrepreneur



VANDERBILT BOARD OF TRUST OFFICE

William W. Featheringill, member of Vanderbilt University's Board of Trust, of Birmingham, Ala., died Dec. 9, 2012.

He served with the U.S. Navy Seabees in Okinawa, California and Vietnam. In 1973, Featheringill

co-founded Private Capital Corp., which specialized in private investment in small companies. As its president he established and led a variety of companies, primarily in health care, biotechnology, information technology and management systems. At the time of his death, he was chairman of Electronic Healthcare Systems Inc. and Momentum Business Solutions Inc., and served as a director of Southern Research Institute. As an entrepreneur he received *CIO* magazine's Enterprise Integration Award and the Birmingham Venture Club Investor of the Year Award; two of

his companies were named most outstanding venture-backed companies by the Venture Club.

Featheringill was a vital and enthusiastic Vanderbilt supporter, serving on the Vanderbilt Engineering Alumni Council, National Committee of the Campaign for Vanderbilt, *Shape the Future* Campaign Steering Committee, Vanderbilt Children's Hospital Phase I Building Campaign Committee, Alumni Association Board of Directors, School of Engineering Committee of Visitors, and the Vanderbilt University Medical Center Board. He had served on the Board of Trust since 1998 and was a member of its Executive Committee from 2001 to 2007.

In the late 1990s he served as chair of building efforts for the School of Engineering and was instrumental in the construction of Featheringill Hall. In 2000 he was inducted into the School of Engineering's Academy of Distinguished Alumni. He is survived by his wife, daughter, son-in-law, three grandchildren, a brother, sister-in-law, nieces and a nephew.











## NO EASY ROAD

CONTINUED FROM PAGE 18

the other white students. She gratefully recalls a math professor and a guidance counselor who steered her to a successful career as a psychiatric social worker and parole agent. Bernstein retired in 2004 and makes her home in Upland, Calif.

Bernstein notes that she probably had a more positive experience than her male counterparts. “Black females have always been less threatening to whites than black males,” she says.

Chancellor Alexander Heard was openly supportive of the black students. “He listened to us and encouraged his staff to listen, too,” says Moore, a child protection attorney and former high school English teacher who lives in Connecticut.

Heard garnered his share of criticism in 1967 when riots broke out in North Nashville the night after Stokely Carmichael, a leader in the Black Power movement, and Martin Luther King Jr. spoke at Vanderbilt’s Impact Symposium.

The black students also found allies in faculty members like English professor Vereen Bell. “His ancestors owned slaves, but I could be very candid with him,” Moore says. “He was genuine.”

Among the other African American pioneers was Conra Gandy Collier, BA’68, who lives in

Brentwood, Tenn., today. The daughter of academics, Collier majored in French and earned a master’s degree in computer science in 1971. Her brother-in-law, the late Dr. Maxie Collier, BA’67, transferred from Tennessee State to Vanderbilt in 1965 to study chemistry and went on to earn his M.D. at another university. Earl LeDet, BE’68, and Norman Bonner, ’68, are also deceased. Bonner and William Randolph Bradford, ’68, left Vanderbilt after their freshman year.

In order to provide mutual support and problem-solving, black students formed the Afro-American Association in 1967, much to the chagrin of the *Vanderbilt Hustler*, which was lobbying for an end to the segregated fraternity system. The newspaper believed the African American students were moving in the wrong direction, away from an integrated campus, Tucker recalls. “We were negative on separate but equal,” he says.

One month before graduation in 1968, Martin Luther King was assassinated in Memphis. Riots broke out across the nation, tanks rolled down streets near the Vanderbilt campus, and martial law was declared in Nashville.

“I remember walking across campus and hearing a student say, ‘Martin Luther King has been shot,’” Moore says. “I went to my room in Barnard Hall, shut the door, and stayed there

all night. I felt very vulnerable. One of my friends came to tell me that some of the students and Beverly Asbury, Vanderbilt’s chaplain, were planning to march downtown the following day. I was president of the African American Student Association and knew I needed to lead that march, but I worried about leading it in the right way.

“We marched several miles to a church, and when I looked back at the marchers, I saw white students, too,” Moore recalls. “I realized they were marching because they wanted to. I was impressed and humbled.”

The first African American undergraduates at Vanderbilt experienced rejection and acceptance, loneliness and mutual support. Most were willing to be pioneers of racial integration because they had a higher purpose. “I was at Vanderbilt for a reason,” Moore says. “I was determined to get a degree from a major university. I also represented a community, a village.”

*Joanne Lamphere Beckham, BA’62, worked as an award-winning editor at Vanderbilt more than 25 years. Since retiring from a full-time career in 2006, she has continued writing for various publications and has taught English as a Second Language. At Vanderbilt she earned her undergraduate degree in English, cum laude, and did graduate work at Peabody College and the Owen Graduate School of Management.*

## LEARNING IN MOOC YEARS

CONTINUED FROM PAGE 27

for our on-campus courses at Vanderbilt.

So, aside from increasing knowledge for a greater range of learners, what benefit do MOOCs offer Vanderbilt? Coursera courses are free to the students and do not earn them Vanderbilt credits. However, the months spent preparing videos and lecture materials for my MOOC have significantly improved my on-campus courses. My material is organized better than ever, due in no small part to contributions from MOOC students. The high-quality material we produced for my MOOC will enable my on-campus students to personalize their learning. They can watch videos at their own pace, read transcripts, and learn from the

discussion forum. Moreover, I’m restructuring my on-campus course for this fall to apply a “flipped classroom” model, using the videos we created for the MOOC to shift some of the lecture content outside of class time, leaving more time for classroom interaction.

The material we’re creating for our MOOCs also can be applied to better connect with Vanderbilt alumni and involve them more in the intellectual life of the university. Likewise, our high-quality education is now visible to thousands of bright students around the world, which encourages them to apply to Vanderbilt and partake in the exciting learning culture happening here.

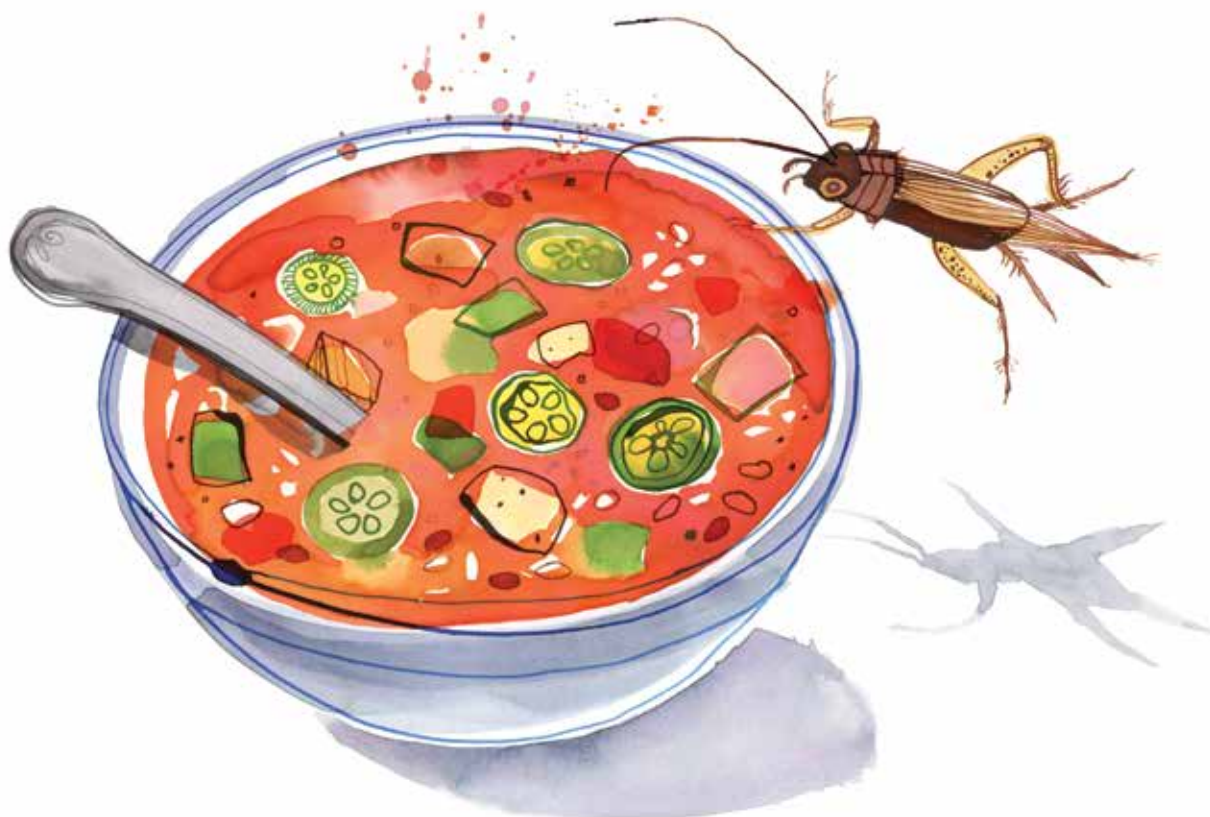
In this rapidly changing and globally competitive environment, we must continue to clarify and refine the value of an immersive

college education that builds upon our interdisciplinary strengths in teaching, research, entrepreneurship and innovation. I’ve had a great experience creating and teaching a MOOC at Vanderbilt during the past few months, which seem like an eternity in “MOOC years.” Vanderbilt’s experience has positioned us for a leadership role in the most effective use of MOOCs and other emerging digital-learning technologies in the coming years.

*Douglas C. Schmidt is a professor of computer science, associate chair of the computer science and engineering program, and a senior researcher at the Institute for Software Integrated Systems, all at Vanderbilt University. He has published 10 books and more than 500 technical papers about software-related topics.*



☐ Vereen Bell, professor of English, has announced his retirement this year. Read more about him and his 50-year association with Vanderbilt at [vu.edu/vbell-retire](http://vu.edu/vbell-retire)



MARGARET BERG

BY ROY BLOUNT JR., BA'63

**If you don't know Professor Vereen Bell**—and you probably do if you've taken English courses or been involved in student media at Vanderbilt within living memory—what can I tell you? I have been friends with him for 50 years, ever since he arrived at Vanderbilt as a young professor when I was a junior. My first inclination is to say [not as resignedly as this sounds], "Well, you know Vereen."

I could tell you he was the best professor I had at Vanderbilt or anywhere else. That he was the best man in my second wedding and was no less essentially on hand for my third, ultimate one. That every June for more than 30 years, I have gone fishing with Vereen and a small group of Vanderbilt-related friends, all of whom I met through Vereen, and we all regard Vereen as the captain. But I've written all that before. How to find a fresh angle on Vereen?

I googled him. I found a student evaluation: "Bell is great. He knows his things. If he thinks he's being unclear, he'll try to say something in a million different ways, and he is always accommodating to meet with after class. He learns about students on a personal basis, and he remembers [them] long after class is over. He is what every prof should try to be like on campus." No surprise there.

I found something I had long ago forgotten writing in *Sports Illustrated*: "My friend Vereen Bell once came home from a fishing trip, sat down at the table, and a cricket hopped out of his shirt pocket into his chicken gumbo soup. The Bells' Siamese cat, Beep, saw the cricket jump and went after it." Vereen is a man to take on larger wrangles than that.

I found his description of an honors course he offered: "Representation of war ... in public discourse almost always falsifies the reasons for engaging in war—if it doesn't downright lie about them. ... Then the war itself happens, and once the tree is chopped down it can't be ... stuck back in the ground." In this course, adds Vereen, "No reductive political correctness will be allowed." No surprise there, either.

Finally, I found a new light. On [bestamerican-poetry.com](http://bestamerican-poetry.com), Vereen's English department colleague Kate Daniels tells of Vereen's "heart-stopping performance" at a dinner party where it has become traditional for friends to offer up a little song or something. Vereen's contribution to the evening's merriment began, she writes, with a multipage handout to accompany his brief lecture on the by-

no-means-readily-explicable poet Wallace Stevens. "Those of us who are academics settled right into it; others looked aghast at the sudden [possibly sober] turn the revelries seemed to have taken. But once Vereen—in his still-Georgia-inflected, vowel-bending, marvelously sinuous voice—started reading and reciting the poems themselves, we all became bound in a mutual enchantment. My neighbor at table leaned over and said, 'I can't believe we're not getting this on video.'"

But can't you just see Vereen? With that same grave but accessible expression as when he's fishing or arguing with you—and yet it's evidently well within his range to be laying down, say, Stevens' "The High-Toned Old Christian Woman":

Your disaffected flagellants, well-stuffed,  
Smacking their muzzy bellies in parade,  
Proud of such novelties of the sublime,  
Such tink and tank and tunk-a-tunk-tunk,  
May, merely may, madame,  
    whip from themselves  
A jovial hullabaloo among the spheres.

*Humorist Roy Blount Jr. is the author of 23 books.*



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**APRIL 14, 2013, HOLI FESTIVAL, BY MURPHY BYRNE AND BOSLEY JARRETT** Sponsored by the Vanderbilt Masala-South Asian Cultural Exchange, the annual festival of Holi is celebrated on Wilson Lawn. A Hindu tradition that welcomes spring, Holi is often called the festival of colors. At the event students threw colored powder on each other, which is a traditional part of the celebration, and got soaked on a Slip 'N Slide. *Murphy Byrne is a senior anthropology and sociology major from Edina, Minn., and Bosley Jarrett is a freshman from Owings Mills, Md., who is considering a major in economics and a minor in corporate strategy.*

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