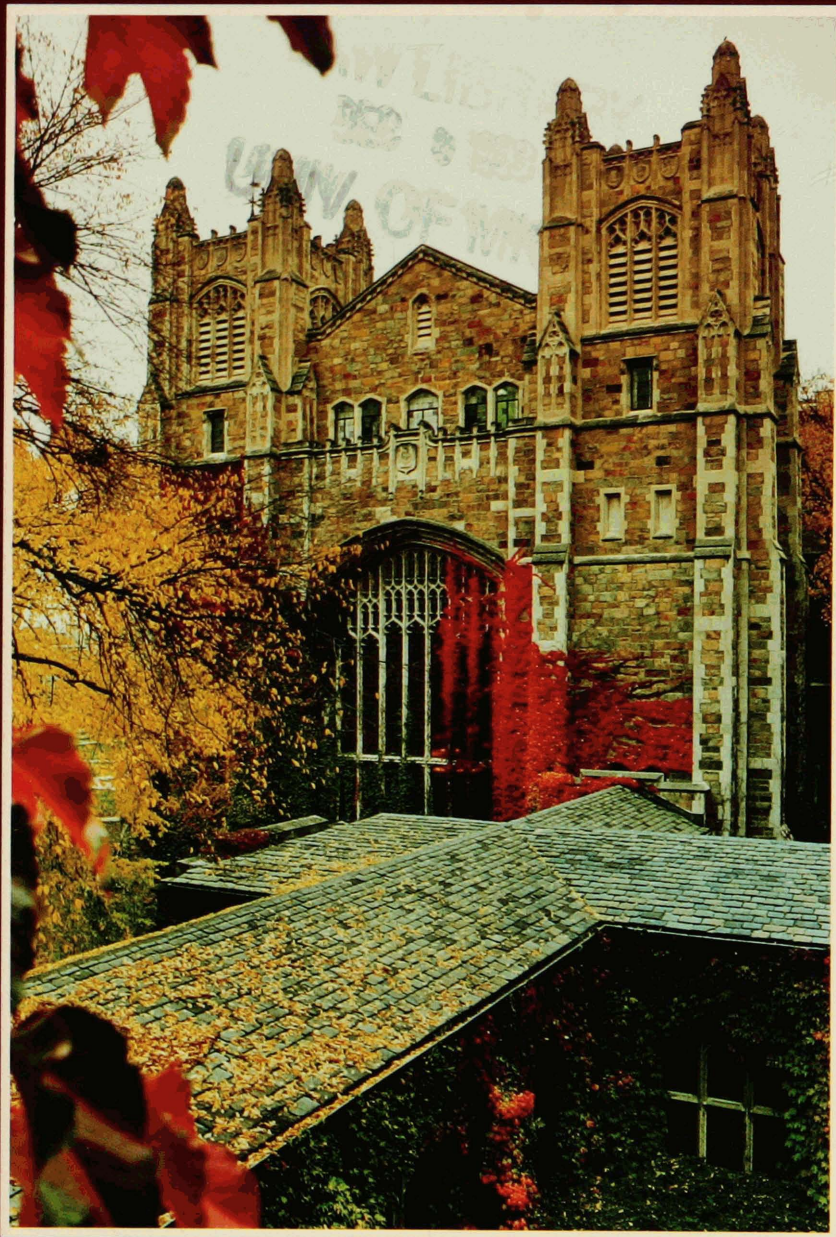


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LAW QUADRANGLE

NOTES



Elder Choice and Health Care Costs
Taking Students Seriously — A Guide for New Teachers
Cumulative Voting — All for One or One for All
Annual Honor Roll of Donors

**THE UNIVERSITY OF
MICHIGAN LAW
SCHOOL
ALUMNI EVENTS**

JANUARY 7

American Association of Law Schools
annual meeting
Orlando, Fla.
Alumni luncheon - noon

JANUARY 14-15

Massachusetts State Bar annual
meeting
Westin Hotel, Boston
Alumni breakfast - 7:30 a.m.

JANUARY 24-29

New York State Bar annual meeting
Marriott Marquis, New York City
Alumni luncheon - noon

JANUARY 28

Wisconsin State Bar annual meeting
Milwaukee Athletic Club, Milwaukee
Alumni luncheon - noon

MARCH 6-7

William W. Cook Lectures on
"Politics and Media"
Todd Gitlin, professor of sociology,
University of California-Berkely
Kathleen Hall Jamieson, dean,
Annenberg School of Communication
Roger Wilkins, LL.B. '56, professor
of history and American culture,
George Mason University

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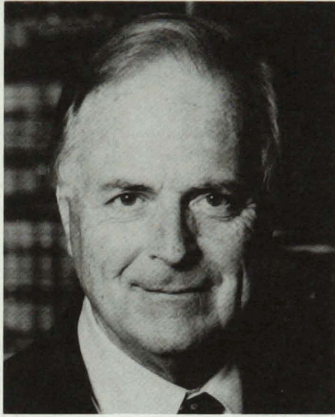
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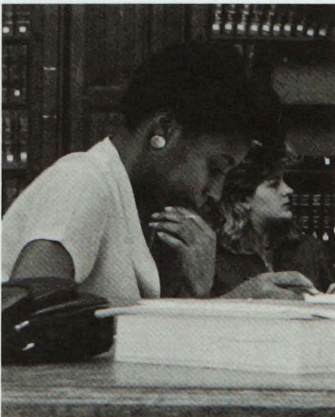
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Scholarships are crucial to students' future

For law students, the good news is that available scholarship funds have grown significantly over the last five years.

The bad news is that tuition has increased even more.

This year, the Law School hiked in-state tuition by a hefty 17.3 percent, to \$12,460 per year. Out-of-state students will pay \$19,560, or 5.2 percent more than last year. After budgeting in books, fees and living expenses, a year of law school will cost residents \$22,680 and \$30,900 for non-residents.

With expenses like that, virtually every student needs financial aid, says Katherine Gottschalk, director of the Office of Financial Aid. To avoid mortgaging the future of new lawyers with huge student loans, "scholarship funding is absolutely crucial," she says.

This year, she awarded \$2.4 million in scholarship funds to eligible students based on financial need, academic achievement or both. Still, only 30 percent of students were lucky enough to receive grant support. In contrast, the student body of about 1,200 will draw \$12 million in student loans. She estimates that 85 percent of students will receive some kind of financial aid.

Loans are the principal means of support, so the average debt of all graduating students is about \$35,000. For out-of-state students who are receiving financial aid, the average is closer to \$60,000. Many students must borrow to meet their required personal and family contribution even before they are considered for grant aid.

The scholarship pool includes no federal support. Scholarships come from donors' generous endowments, gifts to the Law School Fund and University

support. Both endowment income and the University's allocation are growing, but there still isn't enough to go around.

"I've spent all the 1993-94 grant money already," Gottschalk says. "It's really hard to tell people they would have been

eligible but we ran out of aid. No matter how much aid you have to spend, it isn't enough."

Ironically, at times Gottschalk holds scholarship funds that are hard to give away because students don't match donor-specified recipient criteria. For example, one gift was restricted to benefit only students from Michigan's Upper Peninsula. Very few students from the U.P. attend law school, so the money sat in the coffers for a few years until the donor relaxed the terms to include students from the northern part of the Lower Peninsula. "Unrestricted scholarship funds provide the greatest flexibility," Gottschalk says.

She makes it clear that the Office of Financial Aid isn't giving anyone a free ride to an expensive legal education. Even the generous Clarence Darrow and William and Janet Jentes merit scholarships — the only ones covering full tuition and fees — don't provide living expenses. The Law School also maintains a strict policy that every student must provide parental income data, regardless of the age of the student, the age of the parents, or how long the student has lived independently.

"We really expect some parental contribution. That's extremely difficult for older students, older parents saving their money for their later years, or younger students independent from their parents," Gottschalk comments. "In such cases, students can borrow the parental contribution. If we had more grant money, we might be able to relax that restrictive policy."

The days when most families could pay the full cost or students could work their way through law school are long past. American Bar Association regula-

The class of '96

Labor Day rolled around and like magic, law students rolled in. The summer starters in Hutchins Hall were suddenly surrounded by returning and new students. The reading room, virtually vacant a few days before, was suddenly almost full on the rainy holiday afternoon. Who are they and where did they all come from? Here's a look at the incoming class of '96, by numbers:

Entering class	385
Resident	37%
Nonresident	63%
Female students	41%
Students of color	21%
Most outstate students	
New York	30
California	26
Illinois	21
Top undergraduate majors	
Political science	78
English	53
History	39
Economics	37
Age of youngest student	20
Age of oldest student	42

tions for students prevent them from working more than 20 hours per week so they can devote their attention to the law, and the Law School strongly advises against working that many hours. Even if superhuman students could work full time and still study, their wages wouldn't cover their expenses.

One major reason is that the University's support from the State of Michigan has steadily eroded in recent years. State allocations held level or were cut, while the costs of education steadily climbed. All areas of the University were forced to cover the costs with tuition increases that far outstripped the rate of inflation. While students a generation ago enjoyed a state subsidy, today's scholars are bearing a larger share of education costs.

Just in the last decade, the Law School's in-state tuition has more than tripled, with annual increases ranging between 8 percent and 17 percent. "The U-M is certainly not alone; this is happening throughout legal education," says Gottschalk. Still, in-state tuition offers Michigan students an excellent legal education at a bargain price, compared to what they would pay to attend law school elsewhere.

The out-of-state tuition rate has grown a bit more slowly, especially in recent years, but now it is comparable to law school tuition at Harvard and Yale. That makes it tougher to compete for top-notch students. To attract the best, Michigan maintains one of the leading law school financial aid programs.

Large debt burdens are likely to discourage graduates from choosing to practice in public interest law, government or other less lucrative areas. The Law School offers limited loan repayment assistance to make sure students can take jobs where they can do the most good for society.

To attract the best-qualified students, the Law School must seek and offer more unrestricted gifts for scholarship, Gottschalk says. The generosity of donors will help send well-trained young lawyers into all arenas of legal practice.

A sampling of scholarships

These gifts keep giving

The Clyde A. DeWitt Scholarship

Clyde A. DeWitt made an impact upon the Law School in more ways than one. He was a top student and member of the Law Review in the class of 1908. After graduation, he became a leading lawyer in the Philippines. He was interned in prison camp there in World War II. During and after the war, DeWitt contributed to the Law School and in his will, he left a gift that established one of the largest scholarship funds available to students.

John H. Pickering Scholarship

Throughout his 50-year career, John H. Pickering, '40, has worked for civil rights, legal services for the disadvantaged and high professional standards. In 1992, his firm, Wilmer, Cutler & Pickering of Washington, D.C., honored his commitment to those causes with a \$500,000 gift to establish the Pickering scholarships. The scholarships are awarded on the basis of need, academic excellence and a commitment to *pro bono*, professional and public service activities.

Terrence A. and Ruth F. Elkes Scholarship

As a student in the Law School's class of '58, Terrence A. Elkes received scholarship assistance from the Frederick L. Leckie Scholarship Fund. By endowing the Elkes Scholarships, he has generously returned that benefit in kind. Elkes has been active in Law School activities in many other ways. He is national chair of the Law School Campaign, co-chair of the campaign's New York Major Gifts Committee, and a member of the School's Committee of Visitors. As their campaign gift, Elkes and his wife Ruth, A.B. '59, are endowing a professorship at the Law School.

William and Janet Jentes Scholarship

Through generous contributions, William Jentes, B.A. '53, J.D. '56, funds several full tuition scholarships for exceptional students at the Law School. They are but one sign of his support of the Law School. His hard work and strong commitment as chair of the Major Gifts Committee in Chicago have helped create a strong presence for the University in the area. He also is a member of the Campaign for Michigan's Special Gifts Committee. He has returned to campus as an adjunct professor to share his expertise in corporate, antitrust and commercial law with students.

General S. K. Yee Scholarship

General S. K. Yee (1904-1993), founder and chairman of the United Chinese Bank of Hong Kong, earned a bachelor's degree at the U-M in 1927. His studies in the United States were supported with generous financial assistance from others. In keeping with Chinese custom of reciprocating gifts, Yee wanted to help others benefit as he had. Although he had no formal connection to the U-M Law School, he established the Yee Scholarships here and at four other American law schools. His aim was to enhance American leadership in the world, and he viewed legal education as a source of political leadership. Yee died this year at the age of 89, but his good will lives on. Thanks to his gift, each year 20 students at the U-M Law School receive Yee scholarships of \$5,000 each toward tuition. Yee stipulated that recipients must acknowledge their debt of gratitude by contributing an amount at least equal to the scholarship within 10 years after passing the bar.

60 cents to the dollar

Family time can't explain wage gap

Female attorneys 15 to 20 years out of school earn about 40 percent less than their male classmates — a wage gap not fully explained by the time women devote to child care, a U-M study found.

U-M researchers Mary E. Corcoran and Paul Courant studied salaries and work patterns of nearly 900 Law School graduates from the class of 1972-75. They found mean salaries of \$140,917 for men and \$86,335 for women. In general, women worked fewer hours than men and spent more months working part-time or not working at all while caring for children. However, only 41 percent of the wage difference can be attributed to parenting.

Another 14 percent of the earnings gap results because women tend to change jobs more frequently and have less legal experience than men. Women attorneys also are more likely to go into lower-paying fields such as government and legal services.

Still, those factors don't account for the entire wage gap. "There can be no doubt that sex differences in commitment to parenting are very important, but something else regarding differences in earning is going on as well," the researchers reported in the *Journal of Labor and Economics* in July.

When researchers adjusted for differences in experience and hours worked, they found mothers earn no less than childless women, but still earn less than men.

"We find it highly implausible that the unexplained portion of the difference between men's and women's earnings in the legal profession can be attributed to some remaining, unmeasured effect of women's commitment to home and hearth," researchers wrote.

"Even with differences in labor supply and work history accounted for, male lawyers enjoy a considerable earnings advantage and a higher rate of growth in

earnings. This suggests to us that the legal labor market, on average, treats men and women differently — that there is discrimination by sex."

Corcoran, a professor of political

science and public policy and of social work, and Courant, a professor of economics and public policy, conducted the study with Robert G. Wood of Manpower Demonstration Research Corp. in New York.

Keck grant supports ethics program

The W.M. Keck Foundation has given the Law School \$300,000 for an expanded program in professional ethics.

The program is designed to offer students a fuller understanding of the complex institutional and historical background for ethical issues arising in the practice of law today. The grant also will encourage and support research endeavors in this area.

The Los Angeles-based Keck Founda-

tion was established in 1954 by the late William Myron Keck, founder of the Superior Oil Co. Originally created to support colleges and universities that stress the sciences, engineering and medical research, the foundation has grown considerably under current chairman Howard B. Keck, the founder's son.

The Law School is pleased to receive a grant to enhance the study of ethics, an important aspect in legal education.

In an unusual change of venue, the U.S. Court of Appeals for the Sixth Circuit heard its cases in the Law School's Moot Court Room Sept. 1. Judge Alice Batchelder, Chief Judge Damon Keith and Judge Ralph Guy, J.D. '53, heard eight cases and issued judgments from the bench.



Seligman testifies before Senate

Legislative reform to limit frivolous private securities fraud suits is unnecessary, Professor Joel Seligman testified before a Senate subcommittee in June.

Seligman told the Senate Banking Securities Subcommittee that the judiciary and current disclosure laws both work to prevent fraud and abuse. He was among a dozen witnesses who testified at the hearing about proposals to limit securities class action lawsuits. Corporate executives have sought legislative relief from these lawsuits, alleging that they are prepared in advance with blanks to fill in the corporate defendant's name, dates and stock values.

Seligman argued that the strong performance of the securities market showed that corporations don't need more protection from stockholder suits. Despite a general economic downturn, "the total dollar amount of securities filed for registration with the Securities and Exchange Commission during 1992 reached a record of more than \$700 billion — a 40 percent increase from the last year. The number of issuers accessing the public markets for the first time soared, with initial public offerings increasing 53 percent from 1991 to 1992," he testified.

Furthermore, the public isn't shy about investing in securities. As of 1990, more than 51 million United States citizens directly owned corporate stock and tens of millions more owned stock indirectly through institutional investors. "One reason that the United States has achieved its current success in capital formation and breadth of securities ownership is the federal securities laws' mandatory disclosure system, as enforced by the government and private litigation. The mandatory disclosure system has

performed a significant role in maintaining investor confidence in the securities markets and deterring securities fraud," Seligman said.

Private litigation, which accounts for



Joel Seligman

90 percent of securities cases, is effectively enforcing the mandatory disclosure system. "To be sure, the private litigation system is not perfect, but I want to highlight that the judiciary has been effective in addressing perceived problems," he noted. For example, in the past few years, lower federal courts appear to have dismissed more federal securities law claims for failure to plead fraud with sufficient particularity. Courts also are more willing to sanction plaintiffs' attorneys for frivolous litigation.

One investor who lost money because of alleged corporate fraud told the subcommittee that in her experience, "securities class action lawsuits exist for the benefit of stockholders' lawyers,

while the victims of fraud recover virtually none of their losses." Seligman said this common criticism fails to take into account that the primary purpose of both governmental and private securities litigation is to deter fraud.

The accounting industry has been a major proponent of securities reform that would lessen its share of liability in these lawsuits. Accountants favor a shift from joint and several liability to proportional liability, and claim they can't continue to serve some clients without this protection. Seligman and SEC Enforcement Director William McLucas cautioned senators that this change would offer accountants too much protection. "I think it is worth noting that some of the litigation 'crisis' accountants seek to correct can be attributed to failures in auditing and accounting practices. Of 60 §15(c)(4) proceedings filed against issuers between 1976 and June, 1985, 46 concerned accounting and financial disclosures.

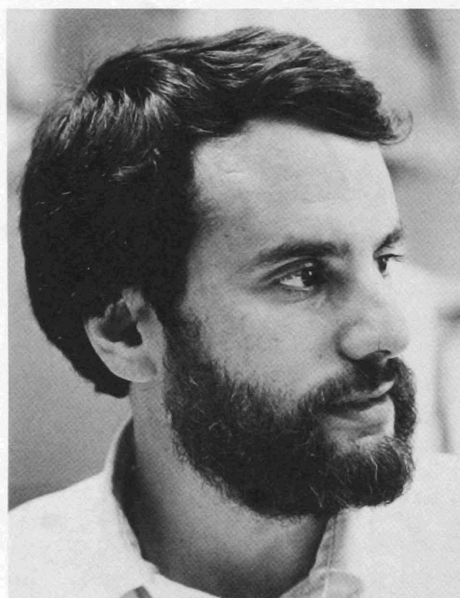
"Given this background, certain recent proposals for reform appear to be little more than special pleading by a profession which recently has been successfully sued often," Seligman concluded.

Although he opposed changes, Seligman suggested that other problems in securities litigation deserve thoughtful review and possible reform. "The most significant problem has been the apparent substantial increase in discovery costs in recent years," he stated. "My recent experience as a court-appointed disinterested person in a shareholder derivative action suggests to me that this may be the most promising area in which the transaction costs of private securities litigation might be reduced without jeopardizing the ability of plaintiffs to litigate meritorious claims."

Faculty enjoy teaching in Japan

Six faculty members learned a bit about Japanese law and culture through an opportunity to teach American law courses at the University of Tokyo.

Alex Aleinikoff, Rick Lempert and Larry Kramer taught courses in the summer of 1992. This summer, James Krier, Kent Syverud and Christina Whitman made the trip. The teaching visits



Alex Aleinikoff

are supported by an endowment from Sumitomo Bank, Ltd., of Japan. Sumitomo President Sotoo Tatsumi made the gift in 1990 to enhance the study and understanding of the Japanese legal system at the U-M Law School.

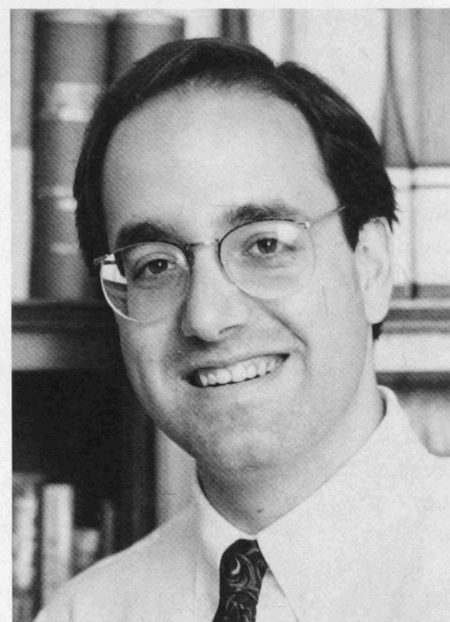
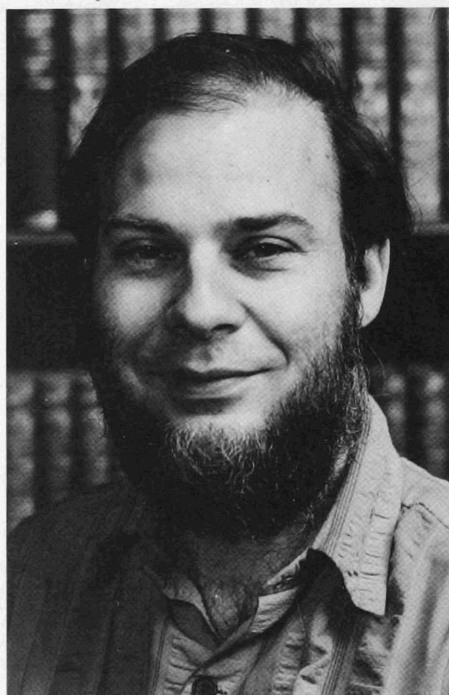
Aleinikoff and Whitman taught constitutional law. Lempert taught the history of cases, from their origin in grievances to their culmination in jury trials. Kramer offered an introduction to common law comparable to part of a first-year American course. Krier taught environmental policy and law and Syverud

taught American civil process and the jury system. They delivered their lectures slowly, stopping every few minutes for an interpreter to translate their remarks.

Each found that Japanese law and legal education are much different than the American system. Students study law at the undergraduate level; after that, most go to work for businesses or the government, where they handle quasi-legal duties. Only a slim minority of graduates will ever pass the extremely demanding bar exam and become licensed lawyers in Japan's few small law firms. Even students in the graduate-level courses the U-M faculty taught were likely to use their training in non-legal fields such as journalism, government or teaching.

Faculty found the students to be friendly and fascinated by American legal and social issues like the Rodney King

Rick Lempert



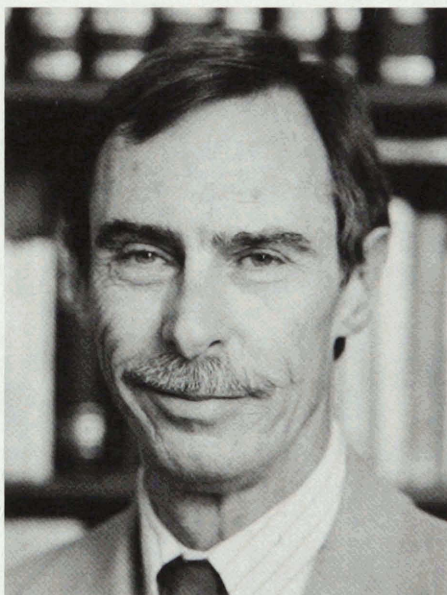
Larry Kramer

trial. Japanese courts don't use juries, so students were intensely interested when a Louisiana jury acquitted a man on trial for fatally shooting a Japanese exchange student. The boy came to his house by mistake seeking a party. The homeowner claimed he shot in self-defense when the boy didn't understand and heed his warnings to halt. By coincidence, Syverud arrived to teach juries the week the verdict came down in the closely-watched case. "Students expressed disbelief that the jury could reach that verdict. I told them that it was possible that the jury verdict was correct, and that really got the discussion going," he said.

Aleinikoff found that the Japanese constitution, written under postwar American influence, uses language similar to ours, yet the cultural context shapes the understanding of the document much differently.

Abortion isn't a controversial issue in

Japan, but faculty sensed that sex discrimination may become one in the future as women try to improve their position in society. Kramer said one of his most interesting experiences was witnessing an earnest disagreement about rape while out for drinks with students after class one day. "The men started to express their rather typical male views and after a while, the women said politely, 'Wait a minute. We don't see it that way.' I couldn't follow all of it when



James Krier

they lapsed from English into Japanese, but it was fascinating."

Whitman went to lunch with women students and talked about how they put together their personal and professional lives. "I found we had an immense amount in common," she said. Overall, she said, "The people I met were intelligent and interesting. I don't think I've ever been treated in such a welcoming, gracious manner. I was particularly impressed by the faculty who specialized in Anglo-American law. They had a breadth of knowledge that few American lawyers possess, as well as a quite sophisticated grasp of their field, so it

was extremely rewarding to discuss law with them."

Lempert had similar experiences. He particularly enjoyed meeting Kahei Rokumoto, his counterpart who teaches



Christina Whitman

the sociology of law at the University of Tokyo. He also enjoyed lecturing on the jury system for the Tokyo and Osaka bar associations.

All the faculty appreciated the graciousness of the University of Tokyo Faculty of Law, particularly Koichiro Fujikura, a professor of Anglo-American law. Fujikura played a lead role in arranging the course, translated for some of the American visitors and went out of his way to make all of them feel welcome and comfortable. Several of the faculty are also grateful to Shiro Ishii, the former dean of the Faculty of Law, who made a conveniently located Tokyo apartment available to them.

The U-M Law School, with more than 100 Japanese alumni, is well-known in Japan for its courses in comparative legal studies, an extensive library collection of Japanese legal texts and a graduate program that attracts top Japanese legal

scholars. Ryuichi Hirano, Yoichiro Yamakawa and Isao Takahasi, loyal members of the U-M Law School Alumni Club in Japan, helped establish the Sumitomo endowment that supported the teaching trips.

An invitation to alumni from the Dean Search Committee

Dean Bollinger has recently announced his retirement as dean, effective at the end of the current academic year, in order to assume his new duties as provost at Dartmouth College. The selection of a successor to Dean Bollinger is the most important task now facing the University of Michigan Law School.

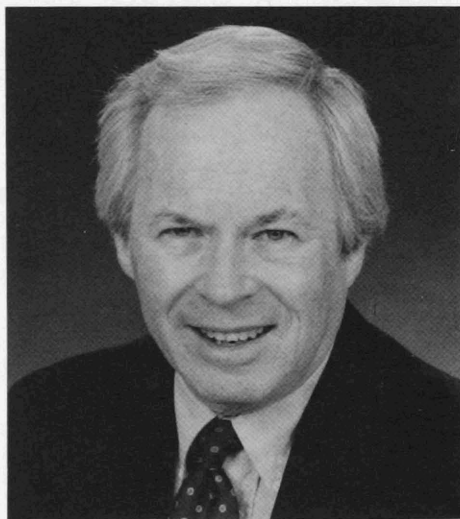
A Dean Search Advisory Committee has been appointed to advise University Provost Gilbert R. Whitaker, Jr. The committee hopes to complete its work early in the winter term of 1994. The committee welcomes suggestions from the alumni about possible candidates for the deanship and other comments relevant to the dean search. They will be given careful consideration. Michigan is, of course, an equal opportunity/affirmative action employer.

Since the committee hopes to move forward rapidly, it is important that communications be addressed to the committee as soon as possible. Please send them to Professor Theodore J. St. Antoine, University of Michigan Law School, Ann Arbor, Michigan 48109-1215.

Former Associate Dean Julin remembered warmly

Joseph "Dick" Julin, a former professor and associate dean of the U-M Law School and a leading figure in American legal education, died Aug. 3 in Florida at age 67.

Julin is remembered in Ann Arbor as an engaging, energetic administrator and a dynamic teacher. He left law practice in



Joseph Julin

Chicago to join the faculty in 1959 and became associate dean in 1968. At the same time, he served as president of the Ann Arbor Board of Education.

As associate dean during the turbulent Vietnam era on campus, Julin successfully resolved conflicts with protesting students. "He was the best negotiator I have ever encountered," recalls Francis Allen, who was dean at the time. "He was successful because he was incredibly, unexpectedly candid, which was disconcerting to students."

Allen describes Julin, his former pupil,

as a warm person. "He always seemed to glow. He was incandescent. That's the best single word to describe him," Allen recalls.

Julin left the Law School in 1971 to become dean of the University of Florida College of Law in Gainesville. During his decade as dean, he enhanced the college in many ways. Most notably, he is remembered for developing the UF Graduate Tax Program, one of the nation's best centers for the advanced study of tax law, and for transforming the UF Legal Information Center into a prominent law library.

He later served as president of the Association of American Law Schools and chair of the American Bar Association Section on Legal Education and Admissions to the Bar.

Since 1985, Julin has held the Chesterfield Smith Professorship of Law at UF, where he taught property and natural resources law.

More recently, as special master to the U.S. District Court, Julin helped resolve a long-running lawsuit over Florida prisons' overcrowding and substandard medical care. He recommended creating an external board of health care professionals to monitor prisons. Allen, who is now the Huber Hurst Eminent Scholar and Professor at the UF College of Law, called Julin's solution to the prison situation "one of the finest examples of social engineering I have ever seen."

Julin is survived by his wife, Dorothy, of Gainesville and four children: Pamela Gossman of Pensacola, Fla.; Thomas Julin of Miami; Diane Chavez of Los Angeles and Linda McNamara of Tampa. Also surviving are three grandchildren.

The family has requested that memorial contributions be made to the Joseph

R. Julin Scholarship Fund at the UF College of Law.

Duquette named to children's task forces

Donald Duquette has been named to Governor John Engler's Task Force on Children's Justice. He also is co-chairing the Children's Task Force of the State Bar of Michigan with Judge Cynthia Stevens.

Duquette, J.D. '74, is a clinical professor of law and director of the Law School's Child Advocacy Law Clinic.

The Governor's Task Force was created to enhance child abuse prevention efforts by reforming investigative, administrative and judicial handling of these cases. Duquette is serving with eight other attorneys and judges from around the state.

The state bar group's mission is to improve the delivery of justice to Michigan children. "We're looking at ways in which lawyers and courts can address the needs of children more fairly," Duquette says. For example, he points out that a sexual abuse case involving children might be heard in any of four different types of courts, with little consistency or communication between judges and courts. The Children's Task Force will make recommendations to improve existing rules, statutes, standards and procedures in cases involving children.

Duquette is a former child protection and foster care social worker. He joined the faculty and founded the Child Advocacy Law Clinic in 1976. He is the author of *Advocating for the Child in Protection Proceedings* and *Michigan Child Welfare Law*.

L.A.'s new mayor gets down to business

The new mayor of Los Angeles is all business.

The city government is not, but that will change, says Richard J. Riordan, J.D. '56.

The millionaire venture capitalist promised voters he'd use his entrepreneurial skills to transform the city troubled by crime, unemployment and ethnic strife. On that pledge, Riordan, 63, was elected in June, becoming the first Republican mayor to lead Los Angeles since 1961.

Since he took office in July, Riordan has discovered that the city bureaucracy is even more sprawling and entrenched than his experience on city commissions led him to believe. On the four floors the mayor's office occupies in City Hall, "I found departments I never even knew were here," he says. "It's a big bureaucracy where you can't get people to move." His solution relies on business basics: "We've got to motivate the departments, give them incentives to solve problems. I'm trying to get everybody to think more in terms of the customer — the citizen. I'm also trying to make this government more friendly to business, particularly small businesses."

Safety is his first priority, so he has pledged to put 3,000 more police officers on city streets. "A safer city will lead to more jobs," he points out. Unlike some politicians who lack plans to pay for their promises, Riordan has proposed leasing out the airport to cover the cost of more police. He's also made a more personal gesture to save the city money — he's drawing a salary of just \$1.

Inevitably, Riordan's entrance into politics has drawn comparisons to tycoon H. Ross Perot. "I object to that. My ears are less than half as big," he says with a



Newly-elected Los Angeles Mayor Richard J. Riordan celebrates before getting down to business.

laugh. He acknowledges that he shares a businesslike approach to government with the outspoken Texan, but beyond that, their styles differ. "He has run businesses himself, while I've delegated more. I'm more of a consensus builder than Perot. I'm more into sharing power and credit, which you have to do in politics."

Serving in a public office was never a career goal for Riordan, who studied philosophy at Princeton and served in Korea with the U.S. Army before enrolling at the Law School in the summer of '54. Back then, "I never gave politics a thought," he says. In Law School, he was a member of the Law Review and Case Club. After graduating near the top of his class, he moved to Los Angeles to practice law at O'Melvaney & Myer. Through savvy investments, he quickly turned his inheritance into a fortune and became a venture capitalist.

He's been enormously successful both at backing enterprises that flourished and stepping in to restructure struggling ones.

While he has contributed to many political campaigns in both parties, until now, he hasn't sought elective office. He's no stranger to city government, however. He served on the Los Angeles Memorial Coliseum Commission and on the Parks and Recreation Commission. His firm of Riordan & McKinzie also has represented the city in several negotiations, and he helped arrange a way for former Police chief Daryl Gates to ease out of that post after the Rodney King beatings.

"My insider's view of the city convinced me that the government was totally mismanaged. I thought I could help, and I saw no one else qualified stepping forward, so I ran for mayor," says Riordan. "I'm a rescuer. I can't stand by when nothing is being done."

Some have questioned whether his “just do it” style will translate from business to government, especially in a city struggling with wide racial and economic divisions. However, even opponents with widely differing views have found that his Irish charm and conciliatory, problem-focused style helps build coalitions that get things done.

To overcome business as usual in city hall, the action-oriented mayor says he brought in top consultants. Among them are two Michigan graduates: Michael Keeley, J.D. '80, a deputy mayor in charge of privatizing city services, and Greg Dawley, A.B. '90, who advises Riordan on policy issues.

Riordan's new role brought some surprises. One was the extent of the control lobbyists exert over city contracts. “I'm absolutely going to change that. No more Mr. Nice Guy,” he says.

Though he's long been prominent in Los Angeles society, Riordan also had to adjust to a new kind of public attention. “I'm starting to enjoy myself now, but for the first few weeks, it was tough to deal with the celebrity status and symbolism that comes with the office. I'm learning to accept that, yet not get carried away with it,” he says.

Likewise, he doesn't get carried away with obvious trappings of his wealth. Now separated from his second wife, he lives alone in a Brentwood mansion with three dogs and 40,000 books, yet he buys his suits off the rack. He invested millions of his own money into his mayoral campaign, but he also poured himself into it; he tried to find something in common with each citizen he spoke with as he campaigned door-to-door.

From his privileged childhood in New Rochelle, N.Y. to his successful invest-

ing, Riordan appears to have led a charmed life. He's not immune to tragedy, though. A sister died at 5 of a brain tumor; he lost another sister at 35 to a fire and a 41-year-old brother to a mudslide. His son died in a diving accident and one of his four daughters died of bulimia.

Riordan is a businessman with a heart. He gives an estimated \$3 million annually to various charities supporting education and youth programs. He paves inner city basketball courts and at Christmas, he shows up at shelters in a Santa suit lugging bags of toys. Asked to pick his most rewarding achievements, he names two projects that improved education. The first was organizing the L.A. Educational Alliance for Restructuring Now, a volunteer task force that created a plan to improve the city schools. The second was funding computer labs in schools all across the nation, including every school in Mississippi.

Riordan, a Catholic, explains his well-known philanthropy in spiritual and business terms. “I have a deep belief that every child born has a God-given right to the tools we need to compete in this world — nutrition, health and education. Even if you don't believe that in a spiritual way, it's just good business to make sure everyone gets those. Without those tools, children have no chance at the jobs of the future, or even the present. They'll be the homeless, the criminals and the welfare recipients of tomorrow.”

Quoting G.K. Chesterton, he says, “All theology comes down to two ideas: The first is, I matter. The second is, everybody else matters. I believe everybody matters — the homeless, the bank president, the rubbish collector.”

— by Toni Shears



Chard named ICLE Director

Lynn P. Chard spent the last decade building the Institute for Continuing Legal Education's publications department into one of the most productive of its kind in the country.



Lynn Chard

Now, as the new director of ICLE, she looks forward to enhancing all the operations of the institute.

Chard, J.D. '76, was named director effective July 1, succeeding Austin Anderson. ICLE, cosponsored by the State Bar of Michigan and the state's four law schools, provides legal education courses and published materials for attorneys in Michigan, the United States and abroad. A search committee chaired by Edward H. Cooper, associate dean of the Law School, chose Chard from a national field of 130 candidates.

Said Cooper, "Through a rigorous interview process, she showed us a deep understanding of all facets of the institute and ambitious plans for its future. ICLE has found a strong leader who will guide us surely into the future."

Chard joined ICLE as publications director in 1981. Under her leadership, the

department more than doubled in size. It now produces more than 50 titles in 16 practice areas and a quarterly newsletter, *Focus on Michigan Practice*. The department also offers attorneys automatic book supplement subscription service and electronic educational materials.

Chard is committed to customer service, she said. "One of my first priorities as director is to listen to practitioners. I plan to meet with the leaders of bar associations as well as with individual

practitioners to discuss their legal education concerns. I want to be sure that the Institute's services are closely aligned with their educational needs."

Chard, who also holds a master's degree in library science from the U-M, practiced law for four years before joining the ICLE staff. She has held many leadership positions in the Association for Continuing Legal Education Administrators and is a member of the State Bar of Michigan.

Goldman gives Clintons' health care reform plan a legal check-up

Since Hillary Rodham Clinton's task force sat down to reshape the nation's health care system, many people wished they could tell her experts a thing or two. Ed Goldman, J.D. '68, got a golden opportunity to do just that.

In April, White House officials asked Goldman, the U-M Medical Center's attorney, to serve on the Legal Audit Task Force – a group set up to critique legal aspects of the recommendations drafted by the president's task force on health care reform.

Goldman is one of a dozen attorneys from across the nation picked to help make sure the proposed cure for the health care system is legally sound. For most of the spring and summer, he spent nearly every Thursday and Friday in the Old Executive Office Building in Washington, offering advice on antitrust, fraud and abuse, taxation, malpractice reform and other issues linked to health care.

Goldman brought to the task force his solid experience in health care law. In 15 years at the U-M Medical Center, he has become well-versed in the legal, ethical,

social and financial issues confronting a major medical center that offers a full range of health care services. A former member of the Law School's clinical faculty, he now is an adjunct lecturer of health services management and policy at the U-M School of Public Health.

On the task force, he tried to be an advocate for academic medical centers, which some reformers saw only as expensive tertiary care sites. Goldman argued that academic medical centers not only provide primary and preventive care, but they train the professionals who do so in other settings, too.

The reformers listened carefully and heeded advice, he says. "They were willing to think about changing the entire system, rather than making minor course corrections," Goldman adds.

Goldman found it exciting to play a role in reshaping health care from inside Washington's corridors of power. He admits with a laugh, "I got a kick out of working in the First Lady's conference room, even if she wasn't there."

– Adapted from the U-M Hospitals Star

Seal of approval

Society's credentials help clients find good lawyers

These days, as Rodney Dangerfield might say, lawyers get no respect. Hollywood made hay with attorneys this summer. In the hit motion picture *Jurassic Park*, a lawyer is the first to be eaten by the dinosaurs. Another film based on John Grisham's book, *The Firm*, portrays attorneys as amoral mob-linked killers.

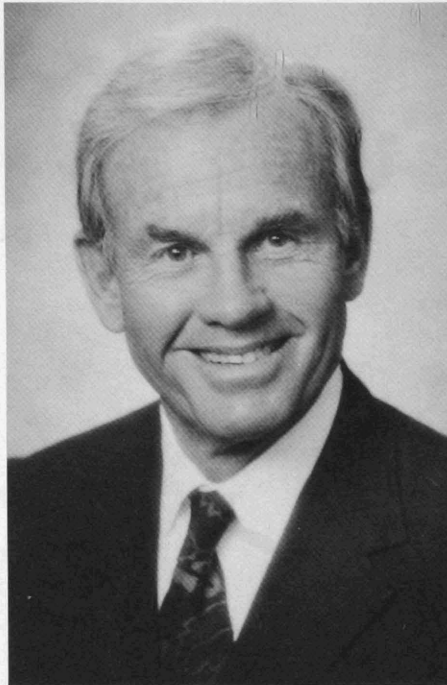
The late-night television comics have declared it open season on attorneys, everybody's favorite scapegoat. Even former President George Bush and Vice President Dan Quayle — a lawyer himself — blamed litigators for the economic slump in 1992 campaign speeches.

Lawyer-bashing turned violent and all too real in July, when a man upset over his legal troubles walked into a San Francisco law firm and started shooting, killing eight people and injuring six before turning his gun on himself.

Amidst all this anti-lawyer sentiment, John C. Buchanan, J.D. '62, and his Grand Rapids law firm, Buchanan & Bos, have launched an effort to win back some respect for the profession. In 1990, they created a series of clever educational advertisements that highlighted the crucial role attorneys play in the American system of justice. Along with ads, the firm offered a pamphlet explaining how to select a competent, qualified attorney when you need one.

Judging lawyers

The combined promotion-public service campaign worked so well that Buchanan decided to make it even easier to find a reputable lawyer. This year, his firm launched an organization that offers a sort of stamp of approval to firms that



John Buchanan

meet its high standards of practice. He calls the non-profit organization the International Society of Primerus Law Firms.

The society's slogan is "Good People Who Happen to Be Good Lawyers," and Buchanan stresses that not every attorney or firm can join. Membership requires commitment to six pillar principles: excellence in practice, reasonable fees, civility to the bench and fellow members of the bar, professional integrity, continuing legal education and community service.

"We carefully screen potential members before they are allowed in. We do personal interviews with candidates, with their colleagues and clients and with judges. We check bar association reports

for any professional problems," Buchanan says. "We plan to do annual checks to make sure members maintain our high standards."

Primerus organizes member firms into regional networks managed by a central "hub" firm. For example, Buchanan & Bos, a small civil litigation practice, recruited 14 similar small boutique firms with complementary practice specialties into a Grand Rapids area network. Other hub-satellite groups have been organized in Detroit, Traverse City, Milwaukee, South Dakota and three areas in Texas. About 15 more groups are under development, Buchanan says.

Hub firms pay a \$500 annual membership fee per year plus \$100 per individual member to join; satellite firms pay \$300 per year plus \$100 per attorney. Member fees pay for a Primerus directory, a newsletter, administration and other society functions.

In return, Primerus offers nifty marketing advantages for small firms. Once a firm becomes a member, it can put the Primerus logo on its letterhead and promote its membership credentials. By networking with other small practices that pass on referrals, boutique firms can better compete with large firms. Member firms also can rent the society's ABA award-winning advertising at a fraction of the cost of producing their own ads.

Ad backlash

Attorney advertising was the catalyst that led to Primerus, Buchanan says. In the mid-1980s, when lawyers first began to advertise, he was chairing the State Bar of Michigan's new Legal Economics Section. That group worried about the impact of ads, especially television commercials.

“What concerned me was the image this was creating for lawyers. Often the ads were tacky and I didn’t like it,” he says. “Lawyers with little experience or bad reputations were using ads to build their business and it was working. People figured, ‘this guy has the biggest ad; he must be good.’ Because of ads, these lawyers were getting major cases they were not equipped to handle and it was damaging to the profession.”

Though he has little formal evidence of professional incompetence, he says he’s personally handled cases against lawyers who chose to settle when more experienced attorneys would have fought and won. “In cases like these, clients may not always know they’ve been poorly served,” he says.

By 1990, advertising had become fairly common in the legal profession, but lawyers started attracting bad press in high places. “Lawyer jokes just took off. Then George Bush declared war on trial lawyers. It’s terrible,” says Buchanan. “We, as lawyers, are out there advocating for the judicial system. Lawyers are the oil that keeps the engine of justice running smoothly. We have a peaceful and civilized society because of this legal system, yet the president of the United States is attacking us, blaming the poor economy on lawyers.

“Our firm decided to fight fire with fire by using the media to educate the public. We came up with a series of positive ads that explain what the legal system does for us,” he says.

One ad pictures Hitler, Stalin and the Ayatollah Khomeini as examples of leaders who created efficient legal systems at a horrible price. The ad points out that while America’s system isn’t so

streamlined, it’s the fairest in the world and it works well if you have a good attorney.

To find out how to pick a lawyer, the ads invite readers or viewers to call or write Buchanan & Bos for a copy of the brochure, “How to Judge an Attorney.” The brochure explains how to check lawyer performance ratings in the *Martindale Hubbell Directory of Lawyers and Law Firms*. It describes areas of legal specialties, legal fees and how to work with an attorney.

“Our goal was to convey a message of the value of lawyers in preserving democracy and to help people become knowledgeable about how to judge an attorney. Our name was on the ad and we hoped to improve our name recognition, but we didn’t promote our services,” Buchanan says.

Promotion pays off

The ads attracted a strong response; many who wrote or called for the brochure thanked the firm for the free advice, but others also asked about hiring legal help. Many requests were for divorces, bankruptcy or other cases Buchanan & Bos doesn’t handle, so the firm contacted other reputable boutique firms and began sharing referrals. “Those firms appreciated that and, in return, sent us referrals. Out of this, Primerus was born,” Buchanan says.

His firm invested nearly \$500,000 in developing the ads and creating the society. It’s paid off for his firm, which has grown from five attorneys to 14 in two years. Pre- and post-campaign surveys showed the firm’s regional name recognition increased from 11 percent to 66 percent in the two years the ads ran.

Buchanan & Bos is recouping some of the cost of producing the TV and print ads through rental fees.

Since the society is just months old, it’s too early to say if the Primerus affiliation is improving other firms’ business. In the long run, it’s bound to help the overall image of attorneys, according to George Googasian, president of the State Bar of Michigan and a new Primerus member.

Like Buchanan, Googasian believes that poor-quality advertising damages the legal profession’s reputation. He charged the bar’s Committee on Professionalism to review current attorney ads and set standards for future advertising. During this effort, he saw the Primerus ads and was so impressed that his firm, Googasian, Hopkins, Hohausser and Forhan of Birmingham, joined the society. (Partners Stephen Hopkins, J.D. ’75 and Craig Forhan, J.D. ’78, are U-M Law School graduates.)

“I saw the ads as a very positive way to communicate an important message about the value of lawyers in society. Second, the Primerus system helps people make a good decision about who their lawyer should be,” he says.

While other professional organizations and publications also evaluate attorneys, those rankings aren’t well-known outside the legal profession. Googasian says it’s useful to have an additional resource targeted to the general public. “Primerus provides a valuable public service because it equips people to ask the right questions when seeking a lawyer.”

In search of missing graduates

We're trying to locate alumni we've lost contact with. If you have a current address for any of the missing graduates listed below, please contact Law School Development and Alumni Relations, 721 S. State St., Ann Arbor, Mich., 48104-3071. Also, be sure to send us a change of address if you move.

- | | | | |
|-----|------------------------|-----|------------------------------|
| '14 | John S. Kelley | | |
| '15 | Joseph F. Boyle | '40 | Sam J. McAllester, Jr. |
| '17 | John A. Dougherty | | Jacob Clair Aldinger |
| | Merwin Haven | '41 | Clayton J. Burrell |
| | Shelby G. Ogden | | William P. Abbey |
| '19 | Oscar P. Lambert | | Edward J. Brown |
| '21 | Ramon Capistrano | '46 | Howard M. Lubbers |
| '22 | Perry R. Green | '47 | David W. Edmunds |
| '23 | Paul S. Brady | | John F. O'Connor |
| '24 | Ira Z. Acoff | | Richard F. O'Hara |
| | Francis E. Chadwick | | Richard C. Scatterday |
| | Harrison W. Smith | '48 | Edward R. Williams |
| | Kenneth D. Wilkins | '49 | Roland Nagle |
| '27 | Charles M. Horth | | Franklin E. Champer |
| '28 | Harold J. Allen | | Herbert H. Liebhafsky |
| | Howard T. Horrell | | Robert E. Read, Jr. |
| | Louis E. Smith | '50 | Emanuel Rose |
| | Darrel A. Swann | | Roy Philip Franchino |
| '29 | Roy H. Callahan | | Eugene F. Howard, Jr. |
| | Gordon M. Chambers | | Daniel A. Isaacson |
| | Albert E. Sawyer | | Donald N. Larson |
| '30 | William E. Klein | | James W. Pratt |
| | Theodore R. Skinner | | Robert S. Reed |
| '31 | Eugene Ellis Johnson | | Robert B. Scott |
| | James William Wilson | '51 | Ralph Lee Williams |
| '32 | William E. Edwards | | Hessel E. Yntema, Jr. |
| | Alfred H. Golden | | A. Nicholas Del Pesco |
| '33 | Alvin G. Dahlem | | Harry R. Dumont |
| '34 | Edwin Lee Stanley | '52 | James R. B. Hovey |
| '35 | Michael Lewinson | | Col. Walter J. Rankin |
| '36 | A. Belden Wagner-Hatch | '53 | Anthony T. Dealy |
| '37 | Alfred E. Motta | | Thomas M. Evans |
| '38 | David W. Knight | '54 | Michael S. Mogan |
| | Gerald D. Shively | | Donald E. Schweger |
| '39 | Edward L. Grampp | '55 | Neil R. Duff |
| | | | R. L. Thurmond |
| | | '56 | Frank M. Long |
| | | | Leland C. Phillips |
| | | | David Barker |
| | | | Richard B. Globus |
| | | | A. James Hampares |
| | | | William D. Keeler |
| | | | Charles M. Raphael |
| | | | Richard R. Robinson |
| | | | George E. Ewing |
| | | | Hon. Vasil S. Vasiloff |
| | | '57 | R. William Ward |
| | | '58 | James G. Wills |
| | | '59 | Ralph E. Boches |
| | | | Louise H. Milligan |
| | | | Joseph Pawl (Pawloski) |
| | | | Jack L. Robinson |
| | | '60 | Michael E. Brown |
| | | | William L. Ginsburg |
| | | | Robert T. Grey, Jr. |
| | | '61 | George R. Cronin, Jr. |
| | | | Ronald Mendelsohn |
| | | '62 | David L. Bynum |
| | | | John E. Haley |
| | | | Ernest G. Nassar |
| | | '63 | Scott S. Power |
| | | '64 | Nelson Buck Robinson |
| | | '65 | Robert Louis Kocsis |
| | | | James A. Quaremba |
| | | | Steven D. Seeberg |
| | | '66 | Leslie R. Docks |
| | | | Berge Gregian |
| | | | Donald D. Mitchell |
| | | | Thomas Rasmusson |
| | | '67 | George A. Bilque |
| | | | James W. Lang |
| | | | Charles W. Stage, III |
| | | '68 | Frederick E. Fischer |
| | | | Philip James Rowan |
| | | | David Carl Thomas |
| | | '69 | Michael H. Schaeffer |
| | | '70 | David Allen Glenn |
| | | | Don N. Ringsmuth |
| | | '71 | David J. Dennis |
| | | | Samuel J. Flanagan, Jr. |
| | | '72 | Michael L. Keller |
| | | '73 | Preston E. Dobbins |
| | | | Ferd Ray Hall |
| | | | James R. Miles |
| | | '74 | Robert D. Ault |
| | | | Robert J. Salstrom |
| | | | Lynne Adams Whitaker |
| | | '75 | David M. DeGabriele |
| | | | Rita Elizabeth Seeligson |
| | | | Dow Maurice Spaulding |
| | | '76 | James A. L. El-Amin (Cohens) |

Curman Mc Elrath Kimball
 '77 Lesley Daoud (Parson)
 William Charles Hays
 Mark Randolph Jensen
 Frank Harwood Stewart
 '78 Steven Joseph Gombinski
 Bienvenido A. Medrano, Jr.
 Rahim Shareef Rashada (Tate)
 James Howie Warner
 Dennis S. Yoder
 '79 Brantley Jackson Chauncey
 Richard Hunter Dean
 Robert Louis Dzialo
 Michael Earl Jackson
 Rex Edward Jensen
 Janet Gail Lazar
 Michael John Petherick
 '80 Kirk C. Loos
 '82 Howard Bruce Grodman
 '83 John B. Brown
 Rene S. Rosechild (Davis)
 Stanley L. Scheinbaum
 '84 Monica K. Albrecht (Kuth)
 Frank Lawrence Bliss
 '85 John W. Cunningham
 Diane Aylworth McKay
 Ailin Wan
 '86 Evan Tom Gerstmann
 Sheila Marie Spalding
 '87 Mary Koontz Baron
 Rachel Ann Mishal
 James Frederick Scales
 '88 Adam Jay Dickstein
 Marc Howard Hooth
 Allison Claudette Mitchell
 '91 Jeff Davis Bragg
 Kim Ruedi Howlett
 '92 Carla Conover
 Eugene N. Feingold
 Rachel D. Godsil
 Mark K. Hermes
 James E. Hooper
 Amy E. Meyers
 John S. Soave
 Scott T. Stirling

International graduates

'21 Vincente Del Rosario
 '23 Fun-Kun Wu
 '25 Herbert C. T. Lee
 Rufino Luna
 '26 Victor M. Villasenor
 Henry Hsi Tsin Yao
 '27 Walter W. Davis
 '39 James S. Hall
 '48 John O. Green
 '50 Robert Clyde Mitchell
 '51 Robert L. Dessecker
 '52 Lawrence A. Bohall
 Willi G. Graeter
 Hannelore Koenig (Wolf)
 Paul Micou
 Arthur E. Sherman, Jr.
 '53 John Gordon Lees
 '55 Khalid A. Al-Shawi
 '56 Ralph E. Griffith, Jr.
 '57 Max A. Hildebrand
 Teh-chao Pai
 Jaime Sanin-Greifenstein
 '58 Ahmed Husain
 Adnan Hassan Zein
 '59 Frank West Harrah
 Vedat Sina Pamukcu
 David John Titman
 '60 Mohammad Nawaz
 Alois Eugen Rutz
 Alan Murray Sinclair
 '61 Kamil M. A. Attar
 Peter P. W. Boehm
 '62 Shakir Nasir Haider
 '63 Alastair Bissett-Johnson
 Ann P. Cronin
 Reiner Schattenfroh
 '64 Margaretha H. Offerhaus
 John D. Spyromilios
 '65 David M. Emmerson
 Gudrun Klaas
 Alfred Winterstetter
 '66 Roderick Mac L. Bryden
 Angelina G. Gonzalez

Tago M. Bantuas
 Som Intarapayoong
 '67 Heribert E. G. Schumann
 Carmen E. Temprosa
 Tomas B. Temprosa, Jr.
 '69 Hughes Jacquin
 Paolo Vampa
 '70 Enrique Gaviria
 '71 David B. Harrel
 Delmer B. Sokol
 '72 Jan V. Larsen
 Sergio Rodriquez-Restrepo
 '73 Richard Nicholas Rowntree
 '74 Pricha Songsamphant
 '75 Ernst H. Aeschbacher
 '76 Wei-kang Hu
 Christian E. Kuse
 '77 Howard T. A. Ho
 Nenad R. Kostic
 Brian Lewis Schmidt
 Jose Bascon Tomimbang
 '78 Carlos Roberto De Si Castro
 Wen-jen Chang
 Sung Chul Chung
 Gerardo Ruiz
 '79 Isabelle M. Lang
 Harry Ian Rounthwaite
 '80 Torquato Lorena Jardim
 Hyung Kun Jung
 Chantavat Voratat
 '81 Takahide Tatsumi
 '82 Jae Ook Bae
 Moon Soo Chung
 Joseph J. Morrison
 '83 Yong Kook Cho
 '84 Michael Bass
 Daniel A. Garabedian
 '86 John Dolphyn Anderson
 '87 Masahiro Kobayashi
 Paul Robert Mackay
 Tomaz Rizner
 '91 Jean-Baptiste Zufferey

Class notes

1948

Richard H. Morris and **Edward P. Thompson** announce the formation of Reed, Stover & O'Connor, P.C., a new firm in Kalamazoo, Mich. Thompson is of counsel to the firm.

1950

Richard G. Smith received the Excellence in Defense Award from the Michigan Defense Trial Counsel, Inc. in June. The new award was established to honor civil defense counsel who have demonstrated superior professional skills.

1951

A. Richard Backus, judge of the Superior Court of California, is retiring in September after more than 15 years on the bench.

1952

Joseph Shulman has been appointed vice chair of the Sole Practitioners and Small Firms Committee in the General Practice Section of the American Bar Association. The committee represents approximately 14,000 lawyers throughout the nation. Shulman is a private practice attorney in Southfield.

1954

R.W. "Bill" Barker retired June 30 as associate general counsel of The Dow Chemical Co. after 37 years with the company. He now is of counsel to his classmate John Riecker's Midland firm, Riecker, George, Van Dam & Gannon, P.C.

1955

Leland B. Cross, Jr. has been appointed to serve on the Commission on Leave, a national 12-member group authorized by Congress to

study and make recommendations for the Family and Medical Leave Act of 1993. Cross, a partner in the Indianapolis firm of Ice Miller Donadio & Ryan, is the only employment lawyer on the commission.

1957

The **Hon. Martin M. Doctoroff**, chief judge of the Michigan Court of Appeals, was elected secretary of the State Bar of Michigan in August.

1963

Gary Frink won the President's Award from the Wireless Cable Association International in August. Frink, president of Television Viewers of America, was honored for his efforts to pass the Cable Television Consumer Protection and Competition Act of 1992.

1964

Leon E. Irish has joined Aetna as vice president and senior counsel. He will be responsible for legal support for several Aetna business units.

Gregg E. Stover is a partner in the new firm of Reed, Stover & O'Connor, P.C., in Kalamazoo, Mich.

1965

David L. Roll has been named chairman of the Washington, D.C., firm of Steptoe & Johnson.

Kenneth L. Spangler has joined National Westminster Bancorp as senior vice president in charge of the organization's newly-created law division.

1966

Terence Roche Murphy was awarded an honorary Officer of the Order of the British

Empire (OBE) for his contributions to Anglo-American relations. Murphy received his OBE at Queen Elizabeth II's Birthday Honors in June. Other Americans so honored were J. Carter Brown, former director of the National Gallery of Art, and actress Greer Garson. Murphy heads Murphy & Associates, an international corporate law practice.

1967

Anthony A. Derezinski has joined the law firm of Raymond & Prokop, P.C., in Southfield, Mich. He specializes in health law and international matters. Before joining the firm, he spent several months helping the Parliament of Ukraine draft a new constitution.

W. Wallace Kent, Jr. has been elected president of the Michigan Probate Judges Association. He also is serving as secretary of the Michigan Judicial Conference of the Judicial Section of the State Bar of Michigan. He is editor of the *Michigan Judicial Magazine*.

1969

W. Anthony Feiock recently was elected the managing partner of the Kansas City, Mo. firm of Morrison & Hecker.

1970

Richard J. Erickson retired from the Air Force in the grade of colonel after 22 years of service. He was awarded the Legion of Merit. This fall he will become a Ford Foundation Fellow in international law at the Georgetown University Law Center.

George Siedel, who holds the Thurnau Professorship at the U-M, has been named associate dean of the U-M Business School. His responsibilities include leadership of the school's Executive Education Center, recently ranked by *Business Week* as the leading executive program in the world.

1972

Joseph A. Darrell has joined the San Francisco office of Sheppard, Mullin, Richter & Hampton as a lateral partner. Previously he was head of the environmental practice group at Thelen, Marrin, Johnson & Bridges.

Charles Ludlam, formerly chief tax counsel for the U.S. Senate Small Business Committee, has been named vice president for government affairs with the Biotechnology Industry Organization.

1973

John M. Nannes, the Washington, D.C. attorney who is the national chair of the Law School Fund, has been elected a trustee of the Supreme Court Historical Society. To preserve the history of the Court, the society produces documentaries, publications, displays and oral biographies of the justices.

1974

Robert W. Ollis, Jr. is a contributing author to *Environmental Tax Handbook: Strategies for Compliance*, a practical guide for tax specialists and environmental professionals.

Tim Patalan has been named judge for the Sixth Judicial Court in Durango, Co.

Craig A. Wolson now is listed in *Who's Who in America*, *Who's Who in the World*, *Who's Who in the East*, *Who's Who in American Law*, *Who's Who of Emerging Leaders in America* and *Who's Who in Finance and Industry*

1975

Peter D. Holmes has joined the Detroit firm of Butzel Long as a shareholder. He specializes in environmental law.

1976

Mark White left Rogers, Joseph, O'Donnell & Quinn with partners William Chapman and Susan Popik to start a new firm, Chapman, Popik & White. The firm focuses on trials and appeals involving business torts and commercial contracts, insurance coverage, employment, attorney malpractice and product liability.

1977

Charles G. Schott has joined the Hearst Corp. as a vice president in its New Media & Technology Group. Schott formerly represented clients in the communications industry as a special consultant in the London office of McKinsey and Company Inc. The Hearst Corp. is one of the largest diversified communications companies in the nation.

1979

Julie Greenberg has been promoted to associate professor and granted tenure at Western State University College of Law in San Diego. She recently published an article in the Pepperdine Law Review on negligent infliction of emotional distress.

1980

Myra C. Selby, an expert in health care law, has been appointed director of health care policy in Indiana Governor Evan Bayh's office.

1981

Cyrell E. Lynch has become a partner in the Atlanta firm of Shapiro, Fussell, Wedge & Smotherman. He specializes in construction law, bankruptcy and commercial litigation.

Daniel H. Petree has been named vice president, corporate development and chief financial officer of Arris Pharmaceutical Corp., a privately-held drug company in South San Francisco.

1982

Robert M. Isackson has become partner in the New York City intellectual property law firm of Davis Hoxie Faithfull and Hapgood, where he continues his practice in patent and trademark matters. He and his wife Marla also announce the birth of a son, Joshua Charles, born Jan. 29, 1993.

Jodie W. King has been elected secretary of the Hearst Corp. She has been an attorney in the company's Office of General Counsel since 1991.

Jedd Mendelson now is a partner at Grotta, Glassman & Hoffman, a firm exclusively representing management in labor, employment and benefits law.

1983

Michael R. Lied has been appointed vice chair of the Illinois State Bar Association's Labor and Employment Law Section Council. He has served on the section council since 1988.

1984

Stephen E. Goren has been appointed to serve on the Institute of Continuing Legal Education's new Publications Advisory Board, which met for the first time in May.

Walter E. Spiegel has been named partner at Kilpatrick & Cody, an Atlanta-based firm. Spiegel practices in the firm's Washington, D.C. office, where he focuses on commercial litigation and on international trade.

1985

Stuart M. Finkelstein has become a partner in the law firm of Skadden, Arps, Slate, Meager & Flom in New York City, where he concentrates in tax law.

1986

Christopher J. Caywood has joined Sears, Roebuck and Co.'s corporate tax department in Chicago. Formerly, he was a tax and benefits attorney with McDermott, Will & Emery in its Boston and Chicago.

Lee Carol Johnson, daughter of Judge Livingstone M. Johnson, J.D. '57, married William E. Cook, Jr., in July. She is the associate director of admissions at the Georgetown University Law Center in Washington, D.C.

Kenneth V. Zichi has formed a new firm, Halm, Zichi & Prine, P.C., in Howell, Mich., with partners Thomas A. Halm and David E. Prine.

1987

Graham Taylor, L.L.M., has been named general counsel of Dow Europe, which is headquartered in Zurich, Switzerland.

1988

Sharon L. Moylan has joined the Raleigh office of Petree Stockton, one of North Carolina's oldest and largest law firms. She will work with the firm's employment and health care practice.

1990

Diane Flagg Goldstein has joined Mason, Steinhardt, Jacobs & Perlman of Southfield as an associate.

1991

Thomas P. Gordon has joined the Prosthetic and Orthotic Management Associates Corp. as administrative director and chief negotiator of its managed care team.

Terri J. Smith has joined Greene and Letts of Chicago as an associate. She formerly was with Donald Hubert & Associates of Chicago.

Henry R. Valdez left the firm of Fox and Grove in May to become an associate of Neal Gerber & Eisenberg in Chicago. He focuses on labor and employment litigation.

1992

Mark A. Randon has joined the Detroit office of Miller, Canfield, Paddock and Stone as an associate in the firm's labor department. He will handle local and national labor and employment law matters.

Tracy E. Silverman has joined the Detroit office of Honigman Miller Schwartz and Cohn as an associate. She practices health care law.

Michael G. Weisberg has joined Sherrin & Glasel, an Albany, N.Y., firm specializing in health and computer law.

More of the best lawyers in America:

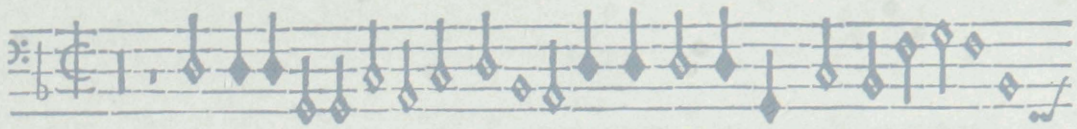
Since we first noted some of the Michigan graduates listed in the *Best Lawyers in America*, more alumni have let us know they have been so recognized. B. Hayden Crawford, '49, is listed in the business litigation section. Bankruptcy law specialists listed in the guide include Wallace M. Handler, '59; Stuart E. Hertzberg, '51; Barbara Rom, '72; and Ronald L. Rose, '67. *LQN* congratulates all other graduates listed in the book who have not come to our attention.

In memoriam

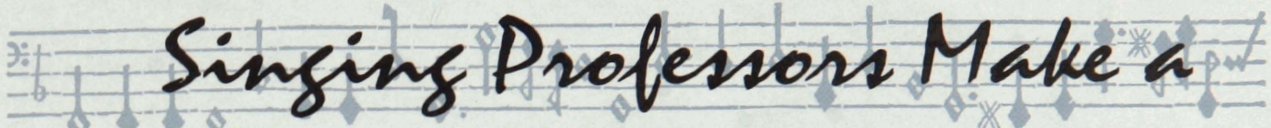
Lady Willie Forbus, J.D. '18, recently profiled in *LQN* as the law school's oldest living graduate, died April 27 at the age of 100. She established her own practice in Seattle in 1919, launching a remarkable 70-year career that included three terms in the Washington State Senate.

Henry A. Bergstrom, J.D. '35, of Pittsburgh, died Sept. 16. Bergstrom was of counsel to the firm of Weller, Wicks & Wallace and a loyal supporter of the Law School. *LQN* also notes with regrets the death of these graduates:

- '26 George A. Parmenter, 3/11/93
- '29 Ethan K. Stevens, 6/20/92
- '31 Robert L. Quinn
- '32 William R. Morris, 4/13/93
- Howard G. Brown, 10/22/92
- Henry L. Schram, Jr., 4/7/93
- '33 Almon R. Arnold, 11/4/92
- '34 Joseph F. Ruwitch, 7/29/92
- '35 Louis M. Kusin
- Davis R. Hobbs, 4/20/93
- Herbert A. Milliken, 2/13/93
- '36 M. Bushnell Trembley, 7/28/93
- '37 James L. McCormick, 1/1/93
- Roy A. Reabuck
- '38 Waldo Hendrickson, 5/20/93
- '39 Myer Rosenberg, 10/18/92
- '41 Bernard L. Cohen, 6/10/92
- '44 Clark M. Olmsted, 6/14/93
- '47 Richard E. Stifel
- Jame E. Hoff, 6/4/93
- '49 John C. Emery, 8/10/93
- '51 Hon. Alfred A. Sullivan
- Wellington M. Watters, 6/18/93
- '52 Richard H. Wehler, 8/8/92
- '54 Daniel J. Garber
- '56 James T. Predergast, 7/14/93
- '69 Charles H. Tobias, 6/25/93

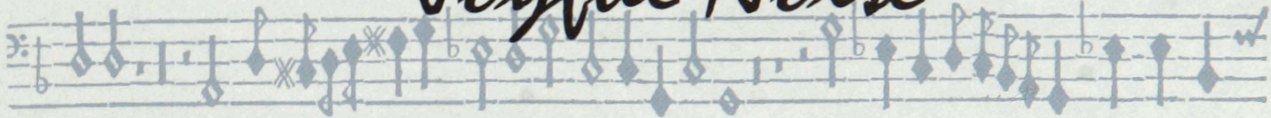


Anto e quel. Dal vivo fonte de la tua bontate, ch'ogni gente arricchisce in ogni etate,



& ogni corpo & ogni mente pac- ce, quan in terra tra noi more e rinaf-

Joyful Noise



ce orna et ac- cende d'alta caritate, co- fa non è ch'ignud'o

by Toni Shears

When they aren't in front of a classroom, a talented handful of faculty members can sometimes be found on stage somewhere, singing their hearts out.

Beverley Pooley, Donald Regan and Deborah Malamud sing in public just for the joy of it. They lend their voices to various musical theater groups and vocal ensembles in Ann Arbor. Carl Schneider, who has been heard singing on the sidewalk on his way to work, recently started taking singing lessons.

Pooley, professor of law and associate dean for the Law Library, reportedly has stolen the show in U-M Gilbert and Sullivan Society productions. He considers himself an actor, not a musician, and is modest about his vocal skills. "I'm really a pretty bad singer. I came into singing through the theater. I was acting with the Ann Arbor Civic Theater and I got involved with some musicals like *Finian's Rainbow* and *Anything Goes*," he says. More recently, as the dastardly Captain Hook in AACT's *Peter Pan*, he caused a sensation when his hat caught fire on stage.

Regan, the William Bishop Professor of Law and Philosophy, just started singing again with Ann Arbor's Comic Opera Guild after 17 years away from the stage. This summer, he also performed in the U-M Gilbert & Sullivan Society's production of *Cox and Box*. He takes singing lessons and recently persuaded Schneider to begin lessons as well.

Regan's first local performances were with the Gilbert & Sullivan group in 1968 when he joined the faculty. After performing in two shows that year, he didn't sing onstage again until 1974. He sang lead roles in shows for two seasons, then semi-retired again.

He blames a sort of inertia for his long breaks away from the limelight. "When you are involved and doing it, you enjoy it so much that you're inclined to keep doing it. Then when you quit for a while, you think, 'golly, it really takes a lot of time.' It's hard to remember how much fun it is. I suspect that I'll continue now that I'm back into it."

Unlike Regan, Malamud has been singing almost nonstop since kindergarten. "I was singing long before I even knew what a lawyer was," says the mezzo-soprano assistant professor of law. Music is such a central part of her life that she has found a group to sing with at every stage of her career. While studying law, she sang with the University of Chicago Collegium and also with His Majesty's Clerkes. When she moved to

Philadelphia to clerk for the Hon. Louis H. Pollak, one of the first things she did was check into the local choruses.

“When I clerked for Justice Blackmun, I was too busy to even dream of singing, but later, when I was practicing with a firm in Washington, I sang with the Washington Bach Consort. I even found a group to sing with when I was at the Hebrew University in Jerusalem for a year. I was already making inquiries about the singing scene in Ann Arbor as I was considering joining the faculty here in 1992,” she laughs. A fan of Renaissance and Baroque music, she has since performed with the U-M Music School’s Early Music Ensemble, the Michigan Bach Society and Our Lady’s Madrigal Singers.

In ways both artistic and social, singing greatly enriches her life. “Part of what attracts me is just the music itself. It’s powerfully transporting. I love what singing feels like,” she notes. “I’m a very verbal person and I find I value singing as a non-verbal form of expression.”

Equally valuable are the friendships she forms in choral ensembles. “Because I sing, I have a potential circle of friends that includes not only law faculty but people from other parts of the university and the community. It makes the place I’m in larger than the job I’m in,” she says.

Pooley agrees. “It’s very important for people who are busily engaged in an intellectual endeavor to have a hobby that gets them out of that circle. Theater does that. It gives them a window on what the world outside is doing.”

They aren’t the first faculty to sing on the side. Many recall former Dean Allan Smith’s wonderful voice. He sang for years in Methodist Church choirs and in comic reviews at the Association of American Law Schools’ annual meetings. Professor John Reed, now emeritus, also lent his tenor to the AALS parodies and occasional musical shows faculty put on for students’ entertainment. He also has sung in or directed the First Baptist Church choir since 1950.

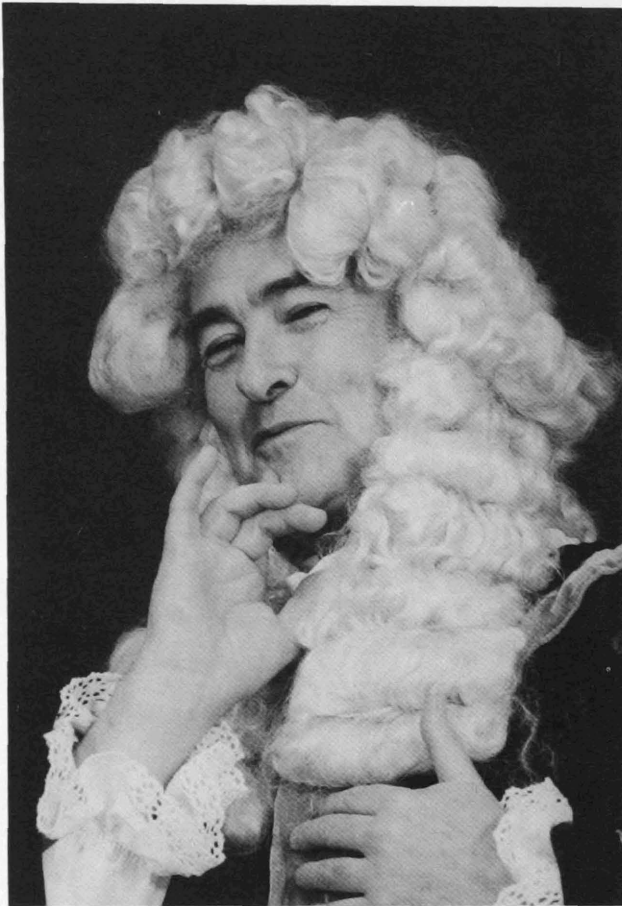
The Law School played a big part in launching Pooley’s singing career. About 20 years ago, a student organized an in-house production of Gilbert & Sullivan’s *Trial by Jury*. Regan and Reed took part, and Pooley was persuaded to take his first G&S role. “I was of the view that if you can’t sing and dance, you shouldn’t be doing Gilbert and Sullivan, but I agreed to play the judge. We won uncritical applause,” he says with a chuckle. After that, he started trying out for roles with the U-M Gilbert and Sullivan Society. Through that group, he’s worked with skillful musicians who helped him learn the tricks of theatrical singing. He’s become quite attached to both the group and the material and has played in 15 UMGASS productions over the last 20 years.

The singing professors say they tend to keep their musical avocation and their work separate. However, they all make some use of their vocal skills in teaching. If you pass by Regan’s Hutchins Hall office just before his classes, you’ll hear him inside singing to warm up his mellifluous voice before he lectures.

Says Pooley, “One of the things I learned as an actor is that you have to keep people’s attention. It’s very difficult for people to pay attention for an hour, let alone two. Knowing that helps me maintain something for students to focus on. I hope performing assists in teaching just as teaching assists in performing.”

Malamud recently found herself getting hoarse while lecturing, so she’s going to start warming up first like Regan – but not in her office, she says.

Otherwise, Malamud says her music seldom connects to her life in law. Recently, however, she linked the two when she gave a talk to the Jewish Law Students’ Association on what it means to her as a Jew to sing Christian texts. At the time, she was preparing to perform the *St. John’s Passion* with the Bach



Beverly Pooley looks a bit more dramatic in his role as the law chancellor in *Iolanthe* than in his everyday role of law professor.

Society. She found herself troubled about singing Bach's vivid Gospel-based account of the Jews' role in Christ's crucifixion. She then came across a scholarly article by a musical colleague exploring prejudice in early music. The article validated her concerns and inspired her to explore the issue and present it to both the JLSA group and the Bach Society. "I used my academic skills to do some research on anti-Semitism in the time of Bach. It's one of the few times I let myself get scholarly about music," she said.

The resulting discussion at the JLSA meeting was fascinating. "Some of the students thought that I was crazy to think I could sing these texts; others thought I was crazy to be concerned about the issue at all," she notes. She takes a more moderate view. She has concluded that it's possible to find a universal meaning in the music that transcends the limits of the problematic texts.

"The sacred music of the period is some of the most moving I've ever heard. To give up this music, the musician in me would grieve," she says. Nonetheless, she finds it worthwhile to think and talk about the texts, their historical context and their meaning when performed in a modern setting. "As I thought about this, I felt that it was almost my responsibility to use my analytical tools and training to present the issue and facilitate a discussion about it. That's been a new experience for me. It's exciting to use my intellectual skills to puzzle out a conflict I was feeling in my musical life.

She's grateful that Ann Arbor is a community where you can discuss such deeply sensitive issues without being branded a zealot. She also was pleased when one of her groups decided to try singing Hebrew sacred works by a Jewish composer. Malamud had great fun playing Hebrew coach to the chorus.

Malamud says music is actually an escape from the demands of her professional life. "I don't unwind by vegging out. Passivity doesn't relax me. Singing is an intense experience that really takes me away from my work," she says. In fact, this summer, singing was her vacation. She participated in a week-long a capella singing workshop at Smith College, working in small ensembles.

Like Regan and Schneider, Malamud takes lessons with voice teachers, but Pooley never has. Regan studies with U-M music Professor Leslie Guinn. What does one do in voice lessons? "A large part of it is working on what singers call technique. Singing is a very complicated muscle process. It involves the interaction of many muscle groups, some of which are so far from ordinary voluntary control that non-singers don't even know they have them," he says. Improving technique — extending range and dynamic control, improving the resonance, developing legato and agility and so on — is a matter both of strengthening muscles and of altering and refining muscle coordination with appropriately chosen vocal exercises.

The teacher listens, since a singer cannot hear himself as the audience hears him, and guides the student through the exercises he needs at the moment.

Regan spends as much lesson and practice time concentrating on technique as on singing music or thinking about interpretation. "The technical stuff is fun in itself," he says. "Singing is physically enjoyable, like running, as well as aesthetically rewarding."

At a Christmas carol sing, Regan was so impressed with Schneider's voice that

Deborah Malamud treated herself to sessions with Russian accompanist Tatiana Baklanova-Feeley. The pair gave a recital in August.





Professor Donald Regan (center) played the bouncer in the U-M Gilbert and Sullivan Society production of Cox and Box. With him are (clockwise) Michael Ward as Cox, director Mitchell Gillette and David Troiano as Box.

Carl Schneider just started taking singing lessons with School of Music Professor Leslie Guinn.



he convinced his colleague to take lessons. Schneider also studies with Guinn when the pair can make their schedules match; he's working on fundamentals and "hasn't yet sung a whole song," he reports.

Malamud trains with Karen Lykes, also on the the School of Music faculty. She's been developing the upper range of her voice and learning new repertoire. This summer, she treated herself to sessions with a Russian accompanist who is visiting the campus.

Despite long years in front of audiences and students, all the faculty singers still get nervous before performing. "I'm highly nervous. I have more stage fright now than ever," Pooley says. "Nervousness is created by the sum total of your knowledge of the things that have gone wrong and as you grow older, that knowledge grows. So does the apprehension."

Regan suffers from stage fright too. "I'm anxious before class and before performing. There's nothing to do with that anxiety but be anxious; once you're onstage, you can channel it into your performance," he says.

Malamud makes use of her experience battling nerves when singing to calm herself in the court and classroom. "When I made my first oral argument, the experience I drew on was the terror of performing a Bach duet," she recalls.

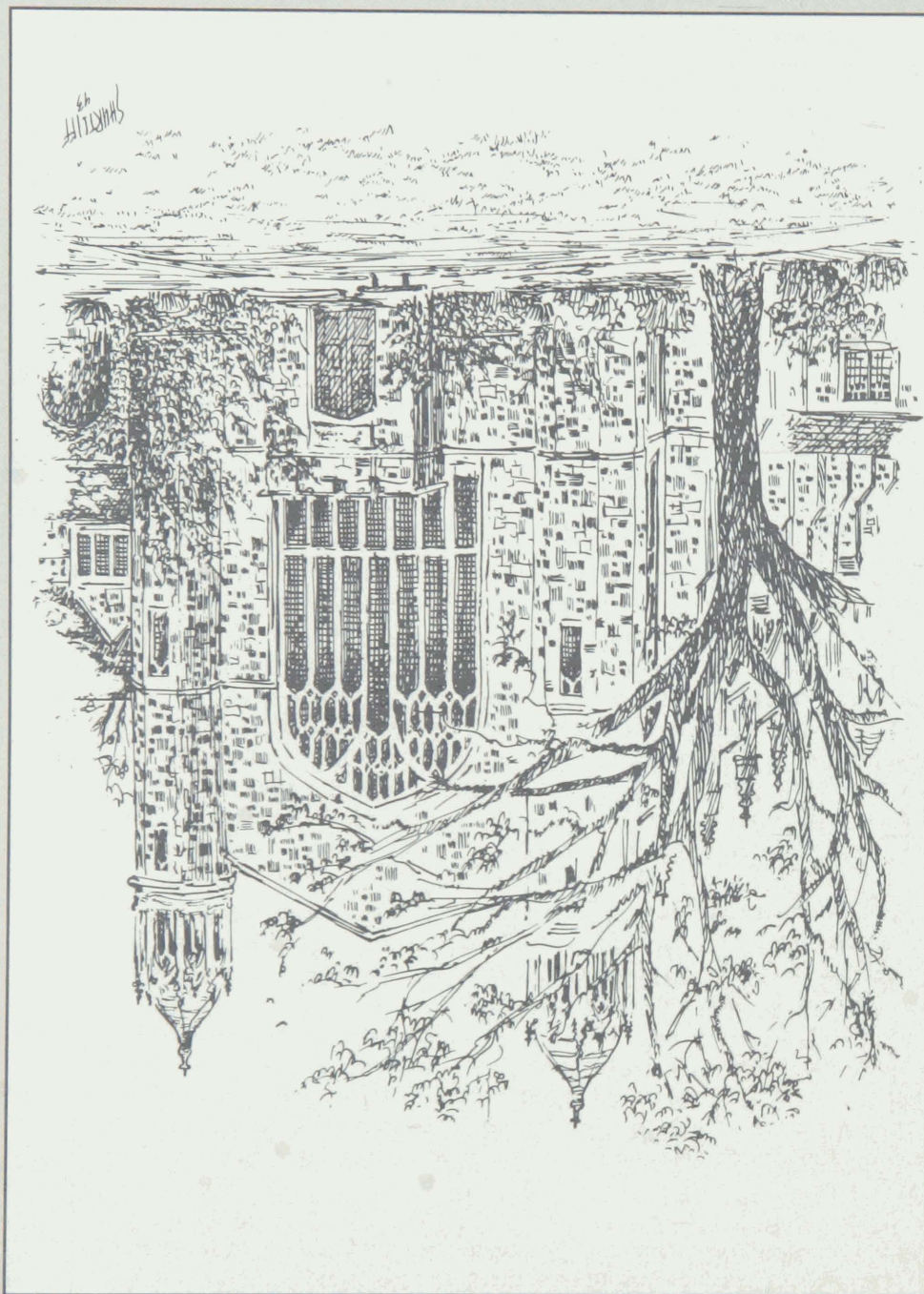
All four Law School singers downplay their own talent while speaking highly of their musical colleagues. They don't hide their hobby, yet they don't promote it at work. One reason is that they are reluctant to overstate their abilities when they are really in this for fun. "I think people believe if you are taking singing lessons and performing that you are claiming to have a professional voice," Regan says.

Malamud says for that reason, she tends not to mention her concerts to colleagues and students. "You worry the first time you invite people to a concert that they will not find you good enough to justify the time you are spending on it," she says. "We're all such darned overachievers in every other aspect of our lives that it's hard to convince ourselves that this is worth doing even if we're not superstars."

Still, she says, "It's not strange to have a career and another avocation. It makes me more interested in knowing whether my students have a secret life."

Secret or not, for these individuals singing is a vital element that enriches their lives. Regardless of the time involved or what people might think, they go right on taking lessons, taking the stage and making a joyful noise.

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THE UNIVERSITY OF MICHIGAN LAW SCHOOL COMMUNITY has much to celebrate at the close of the first public year of the Law School Campaign. In fiscal year 1992-93, the School received nearly seven thousand new gifts and pledges toward all Campaign objectives. Thanks to these generous gifts and the dedication of hundreds of volunteers, the Campaign is well on the road to \$75 million!

The increasing generosity of graduates and friends—and a growing number of firms and foundations that recognize the value of a first-rate legal education to the profession and society—has brought the Campaign to 32% of the \$45-million endowment goal. At a luncheon on October 23, the Dean greeted donors of named scholarships and the student recipients. There has never been a time in the School's history when student support was more urgently needed or more appreciated. The School is also honored to have five new endowed chairs to recognize distinguished members of the faculty and can happily report increased endowment for research, library needs, and academic programs.

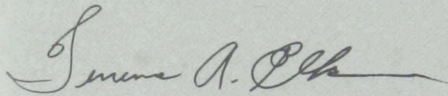
The Law School Fund enjoyed the most successful year in its 33-year history due in no small part to the success of 25th class reunion giving from the Class of 1966 (gifts and pledges of \$595,000) and 1967 (gifts and pledges of \$645,000). Building on the success of these benchmark class campaigns, the Law School is initiating a comprehensive reunion program comparable to those at top private law schools. From the 5th to the 50th and beyond, reunion celebrations will mark each 5-year milestone anniversary of graduation. Expanded reunion giving campaigns invite all graduates to make an extraordinary gift to the Law School Fund. It is a fact that more graduates give more generously to the School on the occasion of their reunions.

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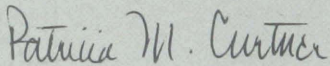
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1	\$5,000,000 +		
2	\$2,000,000 +		
16	\$1,000,000 +	6	\$7,100,000
18	\$500,000 +	9	\$5,150,000
20	\$250,000 +	8	\$2,500,000
40	\$100,000 +	12	\$1,471,000
60	\$50,000 +	21	\$1,181,209
MANY	< \$50,000	MANY	\$7,806,175
SUB-TOTAL			\$25,208,384
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TOTAL			\$31,408,384

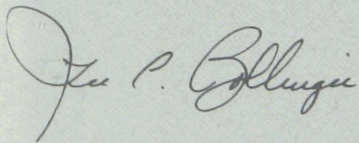
The extraordinary reunion gifts and annual contributions of graduates and friends brought the Fund to 40% of its \$15-million Campaign goal. Also nearing the halfway mark at 42% of a \$15 million objective are new bequest commitments that will guarantee the School substantial financial security in the future. Now in the 1993-94 fiscal year, we invite all graduates to participate to the fullest extent possible in the most ambitious and forward-looking campaign in the Law School's history. For your past generosity and for sharing the School's vision for its future, we thank you. Such support is truly an endorsement of the School's goals and a mandate to build and strengthen this extraordinary institution we all hold in trust.



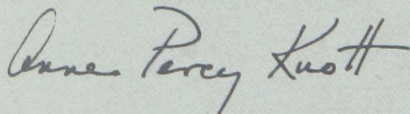
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William K. Zewadski, Jr.

1940

DONORS 38
DOLLARS \$21,635
PARTICIPATION 43%

LAYLUN K. JAMES CABINET
George E. Sperling, Jr.
Roy L. Steinheimer, Jr.

PARTNERS IN LEADERSHIP
Sheldon M. Ellis
H. James Gram
Joel G. Jacob
John R. Mann
John H. Pickering
Paul E. Siegel

\$1 - 499

Henry W. Bryan
Ira W. Butterfield
Elmer Cerin
Dwight M. Cheever
Julian E. Clark
Donald M. Cohn
Frederick Colombo
William J. DeLancey
Edmond F. DeVine
Jerome J. Dick
Thomas W. Diver

John C. Donnelly
Tom Downs
Michael R. Edelberg
Alfred J. Fortino
Benjamin W. Franklin
Oscar Freedenberg
George H. Goldstone
Eugene Gressman
J. Thomas Guernsey
Robert D. Handley
Roland R. Kruse
Robert E. Moore
Roland Obenchain, Jr.
James Ritchie
Harold M. Street
George D. Thomson
Edward H. Walworth, Jr.
Edward M. Watson
Victor H. Weipert*

1941

DONORS 58
DOLLARS \$42,207
PARTICIPATION 43%

PAUL G. KAUPER CABINET
Harold Rosenn
Allan F. Smith

WILLIAM W. BISHOP, JR. CIRCLE
John Feikens

PARTNERS IN LEADERSHIP
Gene C. Hopkins
John C. Johnston, Jr.
William G. Lerchen, Jr.
Elizabeth Durfee Oberst
Paul Oberst

ADVOCATES FOR EXCELLENCE

Olin L. Browder, Jr.
Kenneth A. Cox
Alfred B. Eddy
James M. French
Edward P. Frohlich
Samuel Krugliak

\$1 - 499

William H. Baldwin
J. Laurence Barasa
Joseph F. Bartley, Jr.
Jerry P. Belknap
Robert H. Clark
Walter B. Connolly
William R. L. Craft, Jr.
John W. Cumiskey
Jack P. Dunten
Alfred G. Ellick
Paul W. Fager
Maurice C. Greenbaum
Frederick H. Greiner, Jr.
Robert V. Hackett
William F. Hood
Keith B. Hook
Robert E. Jamison
Jamilie G. Jamra
Alan R. Johnston
Terry Kasiborski
Eugene T. Kinder
Robert P. Kneeland
Dennis J. Lindsay
James K. Lindsay
Gerald M. Lively
Donald A. MacHarg
John E. McFate
Stanley C. Miner
Philip R. Monahan
George O. Nichols
H. Martin Peckover
N. Michael Plaut
Alfred I. Rothman

John H. Sawyer
Sheldon Silverman
Robert Orr Smith, Jr.
Robert N. Spaeder
Harold S. Streater
William D. Sutton
Alfred M. Swiren
Alan R. Vogeler
James T. Warns
Richard H. Wills, Jr.
William T. Yorks

1942

DONORS 35
DOLLARS \$10,250
PARTICIPATION 36%

WILLIAM W. BISHOP, JR. CIRCLE
Jack H. Shuler

PARTNERS IN LEADERSHIP
Dean G. Beier
Samuel Langerman
Lelan F. Sillin, Jr.

ADVOCATES FOR EXCELLENCE

Robert D. Mitchell
Robert F. Ritchie
Robert F. Sauer

\$1 - 499

Horace W. Adams
William R. Beasley
Ralph S. Boggs
M. L. Bradbury, Jr.
Ila W. Butala
Brooks Crabtree
Howard A. Crawford
Donald L. Crooks
David Davidoff
James R. Davis
Howard R. Eckels
James A. Harper
Richard C. Killin
William H. Kinsey
Lennart V. Larson
Benjamin D. Lewis
George W. Loomis
Robert B. Manley
John K. McIntyre
Wendell A. Miles
Hart B. Pierce, Jr.
John M. Rice
Fred E. Sisk
Eric Stein
Frederick M. Stults, Jr.
George M. Tunison
Donald H. Treadwell
George M. Winwood, III

1943

DONORS 15
DOLLARS \$53,238
PARTICIPATION 38%

L. HART WRIGHT CABINET
Richard Katcher

LAYLUN K. JAMES CABINET
C. Blake McDowell, Jr.

PARTNERS IN LEADERSHIP
Arthur Peter, Jr.*
Herbert Sott

ADVOCATES FOR EXCELLENCE
William F. Aigler
John R. Chapin

\$1 - 499

William A. Bell, II
Robert L. Croasmun

Alfonse J. D'Amico
Harold J. Holshuh
Kenneth B. Johnson
James L. McCrystal
Rodman N. Myers
Stuart A. Reading
James A. Tolhuizen

1944

DONORS 5
DOLLARS \$1,725
PARTICIPATION 29%

PARTNERS IN LEADERSHIP
Benjamin M. Quigg, Jr.

\$1 - 499

Robert M. Barton
Jane C. M. Lucas
Theodore Markwood
Harry E. Pickering

1945

DONORS 4
DOLLARS \$875
PARTICIPATION 25%

ADVOCATES FOR EXCELLENCE
Harold Elbert

\$1 - 499

Philip E. Hanna
William McC. Houston
Margaret G. Schaeffer

1946

DONORS 25
DOLLARS \$5,565
PARTICIPATION 43%

PARTNERS IN LEADERSHIP
Neil McKay

ADVOCATES FOR EXCELLENCE
Eugene V. Higgins
John B. Stoddart, Jr.

\$1 - 499

William T. Atkinson
John S. Dobson
James E. Dunlap
Edward P. Dwyer, Jr.
Samuel Estep
Quentin A. Ewert
Herbert S. Kahn
Richard Kane
Paul J. Keller, Jr.
R. Arnold Kramer
Allan C. Miller
Edward S. Noble
John W. Potter
Robert W. Richardson
George W. Roush
Rosemary Scott
Lewis M. Slater
Milton D. Solomon
George R. Thornton
John C. Timms
James K. Watkins, Jr.
Dolas D. White

1947

DONORS 36
DOLLARS \$14,180
PARTICIPATION 36%

LAYLUN K. JAMES CABINET
Max E. Wildman

PARTNERS IN LEADERSHIP
Jack T. Redwine

ADVOCATES FOR EXCELLENCE
Clarence A. Btrimmer, Jr.
Richard D. Tredow
Edward R. Tinsley
Roy M. Tolleson, Jr.

\$1 - 499

William M. Beaney, Jr.
George Brody
Zoe S. Burkholz
Robert H. Campbell
Thomas L. Dalrymple
Robert R. Day
Thomas E. Dougherty
John R. Dykema
Robert K. Eifler
William B. Elmer
George H. Gangwere
Ernest Getz
Richard H. Guthrie
Vincent E. Johnson
Stephen W. Karr
Cornelia G. Kennedy
Russell K. Kono
Shubrick T. Kothe
Charles L. Levin
Kenneth H. Liles
James D. Maddox
Dalton C. McAlister
Charles A. Morgan, Jr.
C. H. Mullen
William H. Reller
J. Earle Rose
Richard W. Smith
Hird Stryker, Jr.
Richard S. Wagner
George B. Woodman

1948

DONORS 106
DOLLARS \$37,998
PARTICIPATION 39%

PAUL G. KAUPER CABINET
Donald E. Nordlund

LAYLUN K. JAMES CABINET
Morgan L. Fitch, Jr.

PARTNERS IN LEADERSHIP
Merrill N. Johnson
Joseph W. Morris
Claude M. Pearson
Roy F. Proffitt
John H. Widdowson

ADVOCATES FOR EXCELLENCE

Luke K. Cooperrider
Edward M. Hindert
James K. Mitsumori
Dorothy A. Servis
Johnnie M. Walters
James M. Winning
William A. Yolles

\$1 - 499

Charles T. Alfano
Cyrus Y. AtLee
John S. Ballard
Robert T. Bartlow
Edwin B. Bartow
Edwin R. Bates
William J. Baum
Robert H. Bellairs
Jerold J. Benavie
Conrad A. Bradshaw
Milton L. Brand
Kenneth A. Brighton
Richard V. K. Bruns
John F. Buchman, III

Edward D. Buckley
Malcolm Campbell
Warren E. Carbery
Norman C. Carey
Frederick R. Carson
Albert M. Colman
LeRoy J. Contie, Jr.
Robert R. Cook
John E. Damon
Peter P. Darrow
Ned W. Deming
Richard L. Eckhart
Frank Elkouri
J. Donald Ezell
Leslie W. Fleming
William R. Forry
Theodore J. Fraizer
Walter B. Freihofer
John G. Gent
James M. George
Charles B. Godfrey
William M. Goebel
Joseph B. Grigsby
John E. Grosboll
Fred W. Hall, Jr.
William J. Halliday, Jr.
Eugene N. Hanson
David O. Haughey
Clark Heggeness
Douglas W. Hillman
F. Chalmers Houston, Jr.
F. William Hutchinson
Vincent C. Immel
Milton L. Jacobson
Joseph B. Johnson
Philip S. Kappes
Jackson C. Kramer*
Lawrence B. Lindemer
Gerald A. Lipnik
Roy E. Mattern, Jr.
William O. Mays
Kenneth A. Millard
Richard H. Morris
Thomas E. Murphy
John R. Newlin
Keith K. Nicolls
Thomas E. Norpell
Lester E. Page
Alan D. Pauw
John Weed Powers
Roswell C. Prince
Theodore C. Rammelkamp
Le Roy H. Redfern
John A. Rickerson
George A. Rinker
Frank H. Roberts
Richard E. Robinson
Charles R. Ross
Hubert L. Rowlands
Harold E. Rudel
Frank C. Shaler
Edward C. Sievers, Jr.
Clarence E. Singletary
Paul Sislín
Irving Slikin
William V. Sowers
Robert A. Straub
Charles J. Sullivan
John T. VanAken
Harvey C. Varnum
Bert H. Walker
William F. Welch
Addison I. West
Thomas J. Wheatley
George C. Willson, III
J. De Wayne Wolf
Wayne G. Wolfe
Winston W. Wolvington

1949

DONORS 99
DOLLARS \$319,115
PARTICIPATION 37%

THOMAS M. COOLEY CABINET
Avern L. Cohn
L. Bates Lea

WILLIAM W. BISHOP, JR. CIRCLE
Ralph J. Isackson
William J. Schrenk, Jr.

PARTNERS IN LEADERSHIP
W. Vung Zang Faung
Joe C. Foster, Jr.
El Carol V. Greenwood
Walter O. Koch
Morris Milmet
Palmer C. Singleton, Jr.
Luther S. Stewart

ADVOCATES FOR EXCELLENCE
Leonard E. Bullard
Thomas C. Cochran, Jr.
B. Hayden Crawford, Jr.
Dennis A. Darin, Jr.
Carson C. Grunewald
Jefferson L. Jordan
John E. Leggat
Myron J. Nadler
William J. Pierce
William D. Ring
Richard B. Secrest*
James A. Sprunk*

\$1 - 499

William F. Ager, Jr.
Jesse R. Bacalis
Philip C. Baldwin
James M. Barrett, III
Robert M. Barrie
Allan D. Behrendt
Richard F. Biringer
Beryl A. Birndorf
Willard G. Bowen
Jack M. Bowie
William H. Braun, Jr.
Charles Earl Brown
Martin R. Browning
Leo J. Cassel
W. Park Catchpole
Andrew C. Cecere
Kent Chandler, Jr.
Nicholas P. Chapekis
Charles A. Chapin
Margaret Cook
Webster Cook
John S. Crandell
Raymond S. Davis, Jr.
Max Dean
Gilbert A. Deibel
Albert R. Dilley
Theodore P. Duning
John N. Ehlers
John C. Elam
Stanley J. Elias
Robert A. Fisher
Hilliard J. Fjord
James R. Fredrickson
John A. Galbraith
Bernard Goldstone
Herman Gordon
Robert A. Grimes, Jr.
Rockwell T. Gust, Jr.
Palmer T. Heenan
Julian E. Hughes
Keiichiro Imai
Stanley E. Johnson, Jr.
James F. Judge
Robert J. King

Donald A. Lewis
George D. Lutz
John R. MacKenzie
William MacRitchie
V. John Manikoff
William J. Mantyh
John J. McCune
John H. Myers
Robert E. Nichols
Albert B. Perlin, Jr.
Robert M. Petteys
John H. Platt, Jr.
David T. Pontius
Evelyn Bliss Reddin
John C. Rohrbaugh
James V. Rutledge
Edgar H. Schmiel
D. Carlton Shull
William F. Snyder
Don V. Souter
John H. Spelman
George C. Steeh
Henry A. Supplee
Robert T. Swengel
Edgar A. Turpin, Jr.
Robert E. Waldron
William H. Walker
Richard V. Wellman
Reamer W. Wigle
Robert B. Wilcox
William H. Woodson
George M. Zeltzer

1950

DONORS 106
DOLLARS \$37,934
PARTICIPATION 41%

LAYUN K. JAMES CABINET
William L. McKinley

WILLIAM W. BISHOP, JR. CIRCLE
Thomas J. Donnelly

PARTNERS IN LEADERSHIP
Charles M. Bayer
Omar S. Bruner, Jr.
Robert R. Finch
Frederick L. Hamric
Charles Hansen
Charles C. Killin
Ralph F. McCartney
Aaron R. Ross
Robert W. Sharp
William P. Sutter
Byron D. Walter

ADVOCATES FOR EXCELLENCE

James T. Corden
Robert J. Danhof
Albert J. Engel
Robert H. Frick
John J. Gaskell
J. William McCray
Frank J. Mooney
James C. Mordy
Edward J. Neithercut
William M. Peek
Everett M. Scranton

\$1 - 499

Lysle I. Abbott
Burton C. Agata
C. R. Ashford
David F. Babson, Jr.
D. Robert Bastian
Lewis D. Benson
Earl R. Boonstra
Gordon B. Boozer
Lawrence A. Brown
Bruce D. Carey

Jean L. Carpenter
Zolman Cavitch
James P. Churchill
Robert Copp
Charles W. Davidson, Jr.
Donald D. Davis
Henry B. Davis, Jr.
Charles E. Day, Jr.
James N. DeBoer
Raymond J. DeRaymond
Howard F. DeYoung
George E. Dudley
Paul W. Eaton, Jr.
James B. Falahee
Sydney S. Friedman
Wyolean S. Geffrad
Joan Rühley Goslow
Thomas H. Green
Robert P. Griffin
Richard B. Gushee
Robert M. Harris
Gordon L. Hawkins
Oma H. Hester, Jr.
Harold Hoag
Herbert E. Hoxie
John Morton Jones
Jerome Kaplan
Genro Kashiwa
John L. King
Joseph H. Lackey
Charles W. Landefeld
Laurie W. Larson, Jr.
John E. Logue
William H. Lowery
Howard A. Marken
J. Donald McLeod
Alan C. McManus
Hudson Mead
Ernest A. Mika
Richard E. Morgan
Arthur E. Moskoff
Hugh B. Muir
Russell E. Noble
John A. Nordberg
William W. Page
Donald Patterson
Victor J. Perini, Jr.
Herbert E. Phillipson, Jr.
Sidney E. Pollick
William Ross
Milton Roth
Jarvis J. Schmidt
James F. Schoener
Robert W. Shadd
R. Kendall Sherrill
Morris S. Shinsato
William F. Steiner
John W. Steinhäuser
Ashman C. Stoddard
R. Lawrence Storms
Donald A. Tews
David L. Trezise
Theodore E. Troff
John C. Walker
Harvey L. Weisberg
Leo Weiss
Michael J. Whalen
Robert D. Winters
Earle E. Wise
Philip Wittenberg
Henry W. C. Wong
James R. Zuckerman

1951

DONORS 96
DOLLARS \$128,395
PARTICIPATION 39%

L. HART WRIGHT CABINET
Thomas A. Reynolds, Jr.

WILLIAM W. BISHOP, JR. CIRCLE
Thomas H. McIntosh
Willis B. Snell

PARTNERS IN LEADERSHIP
Walter L. Dean
Kenneth G. Hamister
Stuart E. Hertzberg
Lincoln M. Knorr
Theodore Sachs
Carl J. Suedhoff, Jr.

ADVOCATES FOR EXCELLENCE
Thomas W. James
Donald G. Leavitt
George A. Leonard
Horace J. Rodgers
Sheldon W. Sandweiss
Robert O. Somson
Harold E. Steig

\$1 - 499

John H. Anderson
A. Richard Backus
Herbert M. Balin
John B. Barney
Richard V. D. Baxter
Richard A. Bell
Robert L. Borsos
Robert E. Bright
Prentiss M. Brown, Jr.
Arnold F. Bunge, Jr.
Chester J. Byrns
Nolan W. Carson
Kenneth H. Childs
Jon J. Chinen
Howard E. Clark
James W. Draper
Daniel H. Dunbar
James B. Dunkel, Jr.
Charles L. Dutchess
Rex Eames
Edward Elukin
Lawrence J. Fuller
Hugh A. Garnett
John J. Gordon
Douglas G. Graham
George M. Hartung, Jr.
Richard W. Henes
Richard L. Hershatter
Melvin C. Holmes
George H. Hopkins
Gordon W. Hueschen
Jean Engstrom Jones
Richard M. Kaplan
Irwin Lapping
William E. Longthorne
Leighton S. C. Louis
Frederick E. MacArthur
Curtis L. Mann
Douglas L. Mann
Richard S. Marx
Ernest Mayerfeld
Malcolm R. McKinnon
William W. Milligan
Hastings Morse
Robert M. Muir
Lucien N. Nedzi
Patrick D. Neering
Daniel J. O'Loughlin
Albert J. Ortenzio
Walter J. Phillips
Rene J. Ortlieb
Harry Pincus, Jr.

Walter Potoroka, Sr.
George M. Reddin
Joseph H. Redmon
William A. Reid
Edmund W. Reisig, Jr.
Cleaveland J. Rice, Jr.
Robert L. Richardson, Jr.
Philip H. Robertson

Henry C. Ryder
George J. Slykhouse
Larry H. Snyder
Arthur F. Southwick, Jr.
Melvyn J. Stauffer, Jr.
Paul W. Steere
Stanley G. Stiansen
Rollyn L. Storey
Harney B. Stover, Jr.
J. C. Wm Tattersall
John Warren Thomas
June E. S. Thomas
James E. Townsend
Lloyd J. Tyler, Jr.
Howard Van
Antwerp, III
Wellington M. Watters*
Harry T. Watts
Albert V. Witham
Herbert Wolfson
David P. Wood, Jr.

1952

DONORS 96
DOLLARS \$63,824
PARTICIPATION 39%

PAUL G. KAUPER CABINET
Robert W. Porter
Robert P. Tiernan

LAYUN K. JAMES CABINET
Dudley J. Godfrey, Jr.

WILLIAM W. BISHOP, JR. CIRCLE
Thomas D. Allen
Bernard Petrie
Laurence L. Spitters
W. Bruce Thomas

PARTNERS IN LEADERSHIP
Harold W. Aibel
Richard J. Darger
Lenamya S. Margules
David F. Ulmer

ADVOCATES FOR EXCELLENCE
Richard W. Billings
Eugene V. Douvan
Frederick R. Keydel
Rodney C. Linton
Robert D. McFee
Earl L. Neal
Edward H. Owlett
Thomas P. Segerson
Richard D. Simons
Richard J. Walsh

\$1 - 499

George R. Ariyoshi
Raymond V. Arnold
John M. R. Ayres
William H. Bales, Jr.
Ira D. Bare
William H. Bates
Thomas W. Biddle
Frances E. Bilmes
Martin B. Breighner
John Joseph Callahan
Thomas C. Cecil
William A. Clark
Clan Crawford, Jr.
Wilber M. Brucker, Jr.
Geoffrey Davey
John J. Douglass
Robert G. Eidson
Charles E. Gibson, Jr.
Gordon I. Ginsberg
Robert S. Griggs
Besondy E. Hagen
Erwin C. Heininger
Donald L. Hersh

Carl L. Horn
John E. Hubbard
Bristol E. Hunter
James I. Huston
Lucille Huston
Kiehner Johnson
Lawrence H. Johnson
James A. Kendall
Peter C. Kostantacos
John H. Kunkle, Jr.
Richard C. Learman
Patrick J. Ledwidge
Cornelius E.

Lombardi, Jr.
John M. Longway
William J. Marcoux
Joseph R. McDonald
John E. McDowell
Richard P. McManus
Philip G. Meengs
Glenn E. Mencer
John R. Milligan
Martin C. Oetting
Warren K. Ornstein
William M. Osborn
Burton Perlman
Rotraud M. Perry
Howard L. Radner
Joseph S. Ransmeier
Robert J. Reichert
David W. Rowlinson
Jerry W. Ryan
John P. Ryan, Jr.
John R. Ryan
William M. Saxton
Clark Shanahan
Robert M. Sheldon
Kenneth O. Shively
Forrest W. Simmons
Barbara M. Simons
Morton L. Simons
James M. Smith
Ralph Sosin
Charles E. Starbuck
Nubar Tashjian
Donald J. Veldman
Joseph G. K. Wee
James L. Weirbach
Hardin A. Whitney
Robert F. Williams
James B. Wilson
Louis E. Wirbel
John W. Woodard

1953

DONORS 94
DOLLARS \$36,699
PARTICIPATION 41%

LAYLIN K. JAMES CABINET
Richard D. Rohr

WILLIAM W. BISHOP, JR. CIRCLE
E. James Gamble

PARTNERS IN LEADERSHIP
John B. Bruff
James W. Callison
Garth E. Griffith
John B. Houck
Robert A. Johnston
Dean E. Richardson
Benjamin O.
Schwendener, Jr.
John S. Slavens
Roy E. Takushi

ADVOCATES FOR EXCELLENCE
William D. Ahonen
Hira D. Anderson, Jr.
William K. Davenport

John W. Hupp
William A. Joselyn, Sr.
Alan R. Kidston
Richard P. Matsch
Richard W. Pogue
Thomas A. Roach
Robert G. Russell
Carrington Shields
Walter H. Weiner

\$1 - 499

William A. Bain, Jr.
Will J. Bangs
Richard B. Barnett
Robert S. Beach
William A. Beckett
William E. Beringer
Martin L. Boyle
William R. Brown
Thomas F. Chenot
Michael C. Clemente
James Leonard Conley
John E. Danaher
Roger E. Davis
Clifford A. Dean
James P. Dickerson
Robert B. Dixon
Richard M. Donaldson
Marvin L. Failer
Stanley M. Fisher
James L. Gault
Carleton H. Griffin
Mark W. Griffin
Ralph B. Guy, Jr.
Robert O. Hamilton
Robert N. Hammond
Joseph L. Hardig, Jr.
Mortimer H.

Hartwell, Jr.
John G. Hayward
J. Kirby Hendee
Frank W. Hoak
Robert A. Howes
Bernard Hulkower
Isao Ito
Marvin K. Jacobs
Charles C. Jensch
Don I. Johnson
Frederick D. Johnson
Nobuki Kamida
Edward Kasper
Masanori Kushi
Edward L. Lascher
Herbert M. Leiman
William T. Means
Herbert L. Meschke
R. Wyatt Mick, Jr.
Donald J. Miller
George D. Miller, Jr.
Duane Morris
Yukio Naito
Arthur A. Neiman
J. Michael O'Hara
Charles E. Oldfather
Gene E. Overbeck
Clifford L. Sadler
Edward R. Sandell
Herbert I. Sherman
Gordon H. Smith, Jr.
Philip S. Smith
John F. Spindler
Arthur L. Stashower
Richard C. Stavoe
Kenneth G. Stevens
Edgar A. Strause
Harvey E. Streich
Rudolph Tanasjevich
Richard M. Trekelo
Warren K. Urbom
Franklin S. Wallace
Charles W. Wexler

William L. Wise
John L. Wolfe

1954

DONORS 93
DOLLARS \$35,470
PARTICIPATION 43%

LAYLIN K. JAMES CABINET
Malcolm J. Sutherland

WILLIAM W. BISHOP, JR. CIRCLE
Paul B. Campbell

PARTNERS IN LEADERSHIP
Robert B. Aikens
David W. Belin
George B. Berridge
Karl E. Braunschneider
Lawrence L. Bullen
Robert M. Duboc
Carl A. Hasselwander
Evelyn J. Lehman
Theodore J. St. Antoine
Myron M. Sheinfeld
Frank M. Wheeler
Donald M. Wilkinson, Jr.

ADVOCATES FOR EXCELLENCE
Stephen A. Bromberg
Sheridan J. Buckley, Jr.
Stuart H. Cammett, Jr.
Raymond M.

Champion, Jr.
Roger K. Garfink
William G. Hyland
J. B. King
Patrick J. Kinney
Chester F. Relyea
Walter J. Roper
Stanley R. Weinberger

\$1 - 499

Bernard Abrams
Norton L. Armour
R. W. Barker
Malcolm D. Basinger
Giorgio V. Bernini
Sander Bernstein
Robert H. Bloom
Larry J. Burke
William H. Carpenter
Robert W. Cary
Charles H. Cleminshaw
Milo G. Coerper
Howard A. Cole
Granger Cook, Jr.
Julius Denenberg
Jerry A. Donley
Robert B. Dornhaffer
David D. Dowd, Jr.
Clyne W. Durst, Jr.
Richard A. Entenmann
John S. Fallon
Jerome S. Fanger
John W. Fitzgerald
David R. Frazer
Jack F. Gardner
Morton G. Gottesman
Walter C. Grosjean
Hugh G. Harness
Ralph E. Hayes
L. James Hicks, Jr.
James A. Hildebrand
Alan R. Hunt
Edward J. Kahn
Constantine D. Kasson
Robert J. Kilgore
Lawrence A. King
Warren F. Krapohl
Leonard Kravets
John H. Leddy

Ronald Y. C. Lee
Alvin P. Lipnik
William R. Luney
Ray Marglous
Patrick H. McCauley
James B. McQuillan
Robert H. Seisell
Jack L. Miller
Richard H. Norris, III
Kenneth H. Otten
Maclyn T. Parker
Raymond J. Payne
Robert M. Radner
Justin T. Rogers
Harold A. Ruemenapp
William H. Scufuri
John L. Schwendener
John F. Shantz
Jerome V. H. Sluggett
Bradford Stone
Joseph Van Buskirk
William K. Van't Hof
John K. Von Lackum
John M. Wilson
David P. Wood
Edward M. Yampolsky
Marvin O. Young
Richard W. Young
Allen Zemmoll

1955

DONORS 73
DOLLARS \$81,595
PARTICIPATION 40%

L. HART WRIGHT CABINET
Robert B. Fiske, Jr.

PAUL G. KAUPER CABINET
John R. Worthington

LAYLIN K. JAMES CABINET
Richard M. Adams
David R. Macdonald
Donald H. Parsons

WILLIAM W. BISHOP, JR. CIRCLE
Lawrence L. Brown
Stewart S. Dixon
Robert G. Schuur

PARTNERS IN LEADERSHIP
Robert E. Baker
Charles H. Cory, II
John A. Grayson
Donald W. Gruettner
W. Gerald Warren

ADVOCATES FOR EXCELLENCE
James W. Beatty
Ira A. Brown, Jr.
Leland B. Cross, Jr.
Robert I. Donnellan
Daniel L. Martin
William E. Wisner

\$1 - 499

Eugene Alkema
John W. Bauknecht
Raymond H. Blanchard
Norman I. Brock
John P. Daley
Ronald V. DeBona
John Franklin Dodge, Jr.
James W. Dorr
Albert W. Easton
John G. Fletcher
George S. Flint
William C. Fork
Jack E. Gallon
Carl R. Gaylord
William J. Hartman, Jr.

John R. Heher
Gerald J. Helfenbein
Sanford B. Hertz
Harvey A. Howard
William R. Huey, Jr.
Bernard A. Kannen
Raymond E. Knappe
William Ken Laray
Alan Z. Lefkowitz
Robert H. Levan
Mark R. Lidschin
Fred Mallender, II
Leah R. Marks
Joseph F. Maycock, Jr.
James H. McCrory
William Morris Moldoff
Robert S. Nickoloff
James Olds, Jr.
Martin S. Packard
Ann Cooper Penning
O. K. Petersen
John R. Peterson
James M. Potter
Leonard J. Prekel
Richard S. Ratcliff
Lawrence N. Ravick
James P. Ricker
Anthony F. Ringold
Robert A. Sanregret
Sidney B. Schneider
Allen Schwartz
Morton M. Scult
Aaron E. Shelden
Robert C. Strodel
Donald F. Stubbs
Theodore W. Swift
Herbert H. Tanigawa
Edward L.
Vandenberg, Jr.
Kenneth S. H. Wong

1956

DONORS 89
DOLLARS \$27,955
PARTICIPATION 44%

EDSON R. SUNDERLAND CABINET
William R. Jentes

WILLIAM W. BISHOP, JR. CIRCLE
William C. Cassebaum

PARTNERS IN LEADERSHIP
Jack G. Armstrong
William J. Cowlin
Peter J. Gartland
William E. Guthner, Jr.
Arne Hovdesven
Robert S. McCormick
John H. McDermott
Charles B. Renfrew
Myron S. Resnick

ADVOCATES FOR EXCELLENCE
William R. Brashear
Joseph Butler
Neil Flanagan
Paul A. Heinen
Richard A. Jones
John A. Kelly, Jr.
John B. Kuhr
Edward W. Powers
Edward L. Shank
David W. Swanson
James A. Timmer
Roger W. Wilkins

\$1 - 499

Dennis M. Aaron
William H. Alexander
Donald M. Baker
Dennis J. Barron

Michael J. Baughman
Hugh R. Braun
John J. Brittain
Herbert R. Brown
John N. Brown
Eugene D. Buckley
W. Leo Cahalan
John C. Cary, Jr.
William Y. Chalfant
Irene Rian Cortes
William F. Crockett
E. William Crotty
Richard R. Dailey
Glenn S. Dennis
Richard K. Elliott
Daniel P. Ernst
Thomas V. Fischer
Donald Robert Ford
George T. H. Fuller
Norman E. Gaar
Paul W. Gabler
Eugene H. Gilmartin
Daniel S. Guy
Alfred L. Haffner, Jr.
Robert L. Halbrook, Jr.
Irving L. Halpern
H. Van Den Berg Hatch
John D. Hegarty
Frank C. Henry
Arthur E. Higgs
James S. Hilboldt
Nye King
Thomas A. Lazaroff
Richard B. Madden
H. Dale Meredith
Oscar J. Miller
Gordon L. Nash
James T. Neef
Charles A. Nelson
Roger P. Noorhoek
Roger H. Oetting
H. Stanton Orser
Nathan K. Parker, Jr.
M. Harry Piper
Harold H. Plassman
Morton A. Polster
James T. Prendergast
Robert Rosenman
Murray B. Schwartzberg
Donald W. Shaffer
Robert L. Shankland
Lawrence W. Sperling
George R. Stege, III
Robert S. Thompson
Dale W. VanWinkle
Peter Vestevech
John Millard Webb
William D. Webb
William C. Williams
Clarence F. Wittenstrom, Jr.
Frederic L. Wyckoff, Jr.
Norman A. Zilber

1957

DONORS 94
DOLLARS \$33,230
PARTICIPATION 37%

WILLIAM W. BISHOP, JR. CIRCLE
Henry H. Hancock

PARTNERS IN LEADERSHIP
Lee N. Abrams
Herbert A. Bernhard
George J. Caspar, III
Philip A. Fleming
Paul R. Jenkins
Sidney C. Kleinman
Howard N. Nemerovski
James F. Sams

Jerome K. Walsh
A. Duncan Whitaker
Richard R. Zukowski

ADVOCATES FOR EXCELLENCE

John A. Beach
James C. Bray
Kenneth B. Cutler
Ralph H. Dwan, Jr.
Gerald A. Fix
Robert D. Guy
Richard F. Kohn
James A. Leavengood
George F. Lynch
Cyril Moscow
Frank F. Reed, II
Dwight H. Vincent
Barrett S. Wayburn

\$1 - 499

James D. B. Beckett
George T. Bennett
Jacob Bernstein
Hugo E. Braun, Jr.
David F. Breck
John K. Cannon
David F. Cargio
Roy H. Christiansen
Eugene H. Ciranni
Daniel F. Coughlin, Jr.
Richard E. Day
Donald J. DeYoung
Martin M. Doctoroff
Rodger T. Ederer
S. Jonathan Emerson
Frederick W. Fraley, III
Stephen G. Fuerth
Thomas L. Gadola
E. Dexter Galloway
Francis R. Grebe
Edward C. Hanpeter
James R. Hanson
Mary Anderson Hartung
Kenneth H. Haynie
Edwin H. Hochberg
Thomas J. Hughes
Richard M. Hughey
Michael F. Kelly
James J. Kilsdonk
Ross A. Kipka
George Kircos
Robert L. Knauss
Arthur F. Lamey, Jr.
Carl F. LaRue
Robert A. Link
Arthur T. Lippert, Jr.
George W. T. Loo
Frederick Mahan
Roger C. Markhus
David H. Marlin
Robert B. McAlister
William H. McCreedy
Frank R. Morris, Jr.
David L. Nelson
E. William Oakland
John H. Oltman
Jules M. Perlberg
James E. Pohlman
James M. Porter
Thomas F. Quinn, Jr.
Donald B. Rosenberg
Robert S. Rosenfeld
Herbert J. Rusing
Richard A. Scheer
Robert D. Schuler
F. McCauley Small, Jr.
Byron L. Sparber
James M. Tobin
Thomas F. Tobin
William C. Todia

John C. Tower
Gerald Tuchow
Robert J. Van Leuven
Charles S. Waggoner, II
John N. Washburn
Robert B. Webster
Walter F. Wolf, Jr.
Paul B. Wolfe
John A. Ziegler, Jr.

1958

DONORS 95
DOLLARS \$84,222
PARTICIPATION 38%

EDSON R. SUNDERLAND CABINET

Terrence A. Elkes

L. HART WRIGHT CABINET

Robert P. Luciano

WILLIAM W. BISHOP, JR. CIRCLE

Rainer R. Weigel

PARTNERS IN LEADERSHIP

John C. Baity
James E. Crowther
John C. Dowd
Jack N. Fingersh
Robert J. Hoerner
Robert H. Kapp
David L. Nixon
Paul H. Townsend, Jr.
Kurt J. Wolff
Nick E. Yocca

ADVOCATES FOR EXCELLENCE

Walter L. Adams
Henry D. Baldwin
Robert E. Brown
Marion B. Burton
A. Blair Crownover
Ronald L. Dalman, Sr.
Joseph S. Georgiana
Hanley M. Gurwin
Daniel L. R. Miller
Raymond Olson, Jr.
Gerald Walter Padwe
Philip R. Placier
Gerald D. Rapp
Joseph D. Sullivan

\$1 - 499

Hugh B. Anderson
Richard Hamilton Beatty
Richard M. Bilby
William H. Burkhart
C. William Carlson, Jr.
Samuel D. Carpenter
James P. Chapekis
Robert G. Clayton, Jr.
Lee Jay Colling
John W. Conlin, Jr.
Byron J. Cook
J. Martin Cornell
Irving G. Curry, III
Jon P. Desenberg
Allen C. Dewey, Jr.
Raymond J. Dittrich, Jr.
Ann M. Durea
Robert H. Elliott, Jr.
Joseph C. Fabian
Salvatore A. Fauci
John L. Foster
Joseph A. Gemignani
Benjamin A. Goff
Wolf Haber
Eugene L. Hartwig
Peter H. Hay
Thomas W. Hoya
Theodore M. Hutchison

Phillip R. Jacobus
Donald E. James
Thomas B. Joseph
M. Robert Kestenbaum
Barry L. King
Charles H. Kivett
Robert A. Klein
William H. Leighner
John F. Lewis
George E. Lohr
Charles C. Lundstrom
Francis J. MacLaughlin
R. William Merner
Hannes Meyers, Jr.
William K. Muir, Jr.
Beverley J. Pooley
Jerome F. Prewoznik
John E. Rees
Donald L. Reisig
Robert A. Ritchie
Richard R. Roesch
Richard S. Rosenthal
Elmer C. Rudy
Michael J. Ryan
Michael Scott
Gerald M. Smith
Robert J. Stewart
Thomas G. Thornbury
Robert S. Trinkle
Thomas A. Troyer
George B. Trubow
Gerald D. Tupper
Theodore M. Utchen
Regis Valentine
Prosser M. Watts, Jr.
Roderick H. Willcox
Thomas R. Winquist
William J. Wise
William P. Wooden
Wilbert L. Ziegler

\$1 - 499

Harry M. Asch
John M. Barr
Lawrence G. Becker
Stanton H. Berlin
James W. Brehl
Richard C. Brunn
G. Sidney Buchanan
Edward D. Bureau
Donald W. Carlin
Albert D. Cash, Jr.
William A. Cockell, Jr.
Jared E. Collinge
Steven L. Dykema
J. Richard Emens, II
James B. Feibel
Dudley M. Ferguson
Alan J. Flink
Charles W. Foster
Lynn W. Fromberg
Malcolm H. Fromberg
James T. Funaki
Paul K. Gaston
Bradley M. Glass
Alan K. Haasch
James J. Hall
Wallace Handler
Ronald A. Harbert
David I. Harfeld
Meredith Hemphill, Jr.
Peter W. Hirsch
Stanley Hirt
Wolfgang Hoppe
John H. Jackson
John T. Jeandrevin
Marten R. Jenkins
Alvin S. Kaufer
John D. Kelly
James Patrick Kennedy
Peter M. Knowlton
Lawrence J. LaBrie
Paul M. Ladas
Edwin C. Landis, Jr.
Chester C. Lawrence
Wayne Leengran
Gerald R. Leippy
Lawrence E. Levine
Robert K. Lewis, Jr.
Ronald J. Linder
Nicholas A. Longo
John M. MacMillan
Melvyn I. Mark
Wilbur J. Markstrom
Robert S. McGeough
Alan F. Meckstroth
William M. Meikle
William H. Morman
David Arthur Nelson
George E. Parker, III
John F. Powell
Ronald T. Schaps

1959

DONORS 111
DOLLARS \$206,387
PARTICIPATION 42%

THOMAS M. COOLEY CABINET

John B. Schwemm

PAUL G. KAUPER CABINET

John D. Boyles
Louis Perlmutter

LAYUN K. JAMES CABINET

Thomas A. Dieterich
Arnold Henson

WILLIAM W. BISHOP, JR. CIRCLE

Frederic F. Brace, Jr.
Jerome B. Libin
Mark Shaevsky
Joel D. Tauber

PARTNERS IN LEADERSHIP

Peter J. Armstrong
Gerald L. Bader, Jr.
William E. Bowser
Edward Bransilver
John W. Gelder
Jerome C. Gropman
George Q. Hardwick
Barry Hirsch
Leroy Michael, Jr.
J. Lee Murphy
Denis T. Rice
John Edward Schippel
David Shute
Thomas H. Singer
Ronald J. St. Onge
John Paul Williams
Frank K. Zinn

ADVOCATES FOR EXCELLENCE

Robert M. Brucken
James L. Burton
Guido Casari, Jr.
Samuel B. K. Chang
Charles F. Clippert
Robert H. Gorske
Donald A. Hines
George F. Karch, Jr.
Frank J. Kinn
Walter W. Kocher
Hans Christian Krueger
Themistocles L. Majoros
Leonard B. Schwartz
Wendell A. Smith
George S. Tulloch, Jr.
W. Stanley Walch
Myrl O. Wilkinson

\$1 - 499

Harry M. Asch
John M. Barr
Lawrence G. Becker
Stanton H. Berlin
James W. Brehl
Richard C. Brunn
G. Sidney Buchanan
Edward D. Bureau
Donald W. Carlin
Albert D. Cash, Jr.
William A. Cockell, Jr.
Jared E. Collinge
Steven L. Dykema
J. Richard Emens, II
James B. Feibel
Dudley M. Ferguson
Alan J. Flink
Charles W. Foster
Lynn W. Fromberg
Malcolm H. Fromberg
James T. Funaki
Paul K. Gaston
Bradley M. Glass
Alan K. Haasch
James J. Hall
Wallace Handler
Ronald A. Harbert
David I. Harfeld
Meredith Hemphill, Jr.
Peter W. Hirsch
Stanley Hirt
Wolfgang Hoppe
John H. Jackson
John T. Jeandrevin
Marten R. Jenkins
Alvin S. Kaufer
John D. Kelly
James Patrick Kennedy
Peter M. Knowlton
Lawrence J. LaBrie
Paul M. Ladas
Edwin C. Landis, Jr.
Chester C. Lawrence
Wayne Leengran
Gerald R. Leippy
Lawrence E. Levine
Robert K. Lewis, Jr.
Ronald J. Linder
Nicholas A. Longo
John M. MacMillan
Melvyn I. Mark
Wilbur J. Markstrom
Robert S. McGeough
Alan F. Meckstroth
William M. Meikle
William H. Morman
David Arthur Nelson
George E. Parker, III
John F. Powell
Ronald T. Schaps

William R. Slye
David Y. Smith
Thomas A. Solberg
Herbert W. Solomon
George C. Stewart
Robert M. Vorsanger
Theodore Wadleigh
Robert C. Weinbaum

1960

DONORS 98
DOLLARS \$37,840
PARTICIPATION 39%

LAYUN K. JAMES CABINET

John F. Nickoll

WILLIAM W. BISHOP, JR. CIRCLE

James T. Johnson
Arbie R. Thalacker

PARTNERS IN LEADERSHIP

Alan I. Epstein
Donald R. Jolliffe
Thomas E. Kauper
Joel N. Simon
George E. Snyder
Thomas E. Warrick
E. Lisk Wyckoff, Jr.
Morton M. Zedd

ADVOCATES FOR EXCELLENCE

Harold E. Berritt
David J. Cooper
Richard H. May
Robert J. Paley
Erik J. Stapper
William K. Strong
Stevan Uzelay
David B. Weisman
Kent E. Whittaker
Clay R. Williams

\$1 - 499

Colborn M. Addison
William E. Arnold
William G. Bale
John W. Bales
John C. Baumgartner
Thomas R. Beierle
David A. Benner
Dean L. Berry
Leonard J. Betley
Anthony C. Buesser
John P. Bure
Ward Chapman
Leonard J. Decker
Spencer L. Depew
Dirk DeVries
Charles N. Dewey, Jr.
Edward C. Donlon
Seymour N. Dubrinsky
Richard A. Elbrecht
Elliott M. Epstein
Roger W. Findley
Vance A. Fisher
John C. Frakes, Jr.
John Fuller
Harry A. Gaines
Roger L. Gambatese
Robert J. Garrett
Mervyn S. Gerson
Robert H. Gibson
Lawrence H. Gingold
John D. Healy, Jr.
Douglas J. Hill
Sidney B. Hopps
Robert George Johnson
I. Samuel Kaminsky
Benny L. Kass
Donald J. Keune

Mark V. Klosterman
John A. LaFalce
Kenneth Laing
William M. Lane
James S. Leigh
George E. Leonard, III
Ronald L. Marceau
J. L. Mayberry, Jr.
David H. McCown
Russell A. McNair, Jr.
Donald B. Medalie
Robert A. Miller
Eugene A. Moore
Franklin H. Moore, Jr.
William Patterson
Frank Pollack
George E. Potter
George J. Reindel, III
Robert G. Rhoads
John I. Riffer
Carl Roberts
Henry J. Rosenbaum
Donald R. Sanderson
Thomas G. Sawyer
Robert Segar
Charles R. Sharp
Susan R. Shimer
Dean J. Shipman
Herman S. Siqueland
Leonard W. Smith
Robert A. Smith
J. Glenn Sperry
John A. Stichter
Bruce M. Stiglitz
Larry I. Tate
Leonard W. Treash, Jr.
William Vogel
Byron H. Weis
Robert T. Wray
Jerry G. Wright

1961

DONORS 91
DOLLARS \$78,693
PARTICIPATION 36%

L. HART WRIGHT CABINET

Stanley R. Zax

PAUL G. KAUPER CABINET

George A. Mathewson
Lloyd E. Williams, Jr.

WILLIAM W. BISHOP, JR. CIRCLE

William C. Griffith
James M. Trapp

PARTNERS IN LEADERSHIP

James N. Adler
Calvin A. Campbell, Jr.
Barry I. Fredericks
Arthur R. Gaudi
J. Bruce McCubbrey
Eugene Joseph Mockler
Gregor N. Neff
Robert F. Ochs
Richard W. Odgers
Laurence M. Scoville, Jr.

ADVOCATES FOR EXCELLENCE

Richard O. Ballentine
James B. Blanchard
William S. Farr, Jr.
Bernard Heller
H. Russel Holland
Michael B. McLearn
John Porter
Timothy F. Scanlon
Lawrence R. Springer
John J. Stroh
Stanley A. Williams



\$1 - 499

Robert R. Anderson
Walter M. Andrew, Jr.
John C. Barber, Jr.
Vincent L. Barker, Jr.
Bruce A. Barnhart
Stanley Berger
Peter A. Bernard
James H. Booker
Robert L. Brooks
Phillip S. Brown
John E. Cochrane
Frederic K.
Conover, II
James R. Cripe
Bruce J. Daniels
Frederick S. Dean
George N. Diamantis
Raymond H. Drymalski
Robert Eleved
John J. Esposito, Sr.
John L. Etter
John A. Fiske
Stanford E. Gass
Lewis G. Gatch
William J. Giovan
George F. Gronewold, Jr.
Stuart S. Gunckel
Paul A. Hanke
Robert A. Holstein
Thomas Hooker
Frederick R. Hubbell
Sargent Karch
Michael Klynn
Merwyn M. Kroll
Walter V. Kron
Peter F. Levin
Daniel E. Lewis, Jr.
John F. Lyburner
Bernard E. Lyons
Francis C. Marsano
Richard E. McEachen
Robert L. McLaughlin
Ian C. McLeod
Cecil R. Mellin
G. Gregory Michael
Timothy J. Murtaugh, III
Jerome D. Neifach
Horst Niebler
George E. Norman
Eldon Olson
Bruce N. Parsons
John L. Peschel
John B. Rapp
Russell H. Riggs
Gerald F. Rosenblatt
James J. Schiller
James R. Stariha
Charles H. Stark
Norton L. Steuben
John J. Stroh, Jr.
Paul S. Teranes
Robert E. Thorne
David C. Todd
Warren W. Wilson
Walter W. Winget, II
James J. Wood

1962

DONORS 101
DOLLARS \$45,670
PARTICIPATION 41%

LAYLIN K. JAMES CABINET
Roger B. Harris

WILLIAM W. BISHOP, JR. CIRCLE
Richard E. Rabbideau

PARTNERS IN LEADERSHIP
Joel M. Boyden, Sr.

Peter D. Byrnes
Donald R. Chapman
Steven P. Davis
Morton L. Efron
Michael R. Flyer
Thomas D. Heekin
Amalya L. Kears
Warren M. Laddon
William R. Nicholas
Garo A. Partoyan
Thomas P. Scholler
Daniel E. Singer
Yoshio Suzuki
Robert B. Wessling

ADVOCATES FOR EXCELLENCE

Randolf H. Aires
Larry M. Carter
Don A. Davis
Alan G. Friedman
Robert L. Metzger
John R. Nichols
Jerald E. Olson
Henry J. Price
Jerome M. Salle
Oliver E. Seikel
Kent J. Vana
John A. Wise

\$1 - 499

William S. Bach
John R. Bagley
Joseph P. Baker
Livingston Baker
Hugh Barnett
John A. Benning
William M. Brukoff
Robert G. Burton
Robert A. Butler
Francis E. Collins, Jr.
Eben G. Crawford
Douglas S. Dales, Jr.
Walter T. Dartland
Jon F. DeWitt
Benton S. Duffett, Jr.
Brian C. Elmer
David L. Finkelman
James M. Flaggert
Robert B. Frederick
Melvyn H. Fruit
Karl L. Gotting
Kenneth W. Graham, Jr.
Miyatomi Harushima
Morrison L. Heth
John E. Hodgson
C. Vernon Howard, Jr.
Michael M. Hughes
Richard A. Hyde
Kenneth A. Jacobson
B. Todd Jones
Paul W. Jones
William R. Jones, Jr.
Bruce Kalom
Alan F. Kane
Robert A. Karbel
David C. Kline
Joseph P. Koucky
Conrad W. Kreger
J. Richard Marshall
Larry W. McCormack
Chris L. McKenney
Charles H. Miel
A. David Mikesell
Paul F. Mordy
G. E. Oppenheimer
Russell K. Osgood, Jr.
Alan D. Overton
Robert W. Paisley
Dale Park, Jr.
John B. Pendleton
Galen D. Powers

Richard A. Prince
Walter F. Ransom
Frank G. Reeder
William B. Rees
Carl M. Riseman
David A. Schechter
Michael J. Schiff
Donald J. Spero
Reed F. Steele
James L. Stokes
Donald P. Stone
J. Phillip Surratt
C. G. Symmonds
Thomas W. Taylor
John J. Timmer
John G. Toner
David N. Weinman
Alvin J. Wilson
Donald J. Witter
Paul G. Woutat
Ralph L. Wright

1963

DONORS 145
DOLLARS \$85,533
PARTICIPATION 42%

LAYLIN K. JAMES CABINET
Bruce N. Duff
Murray J. Feiwell
J. William Holland
John A. McDonald

WILLIAM W. BISHOP, JR. CIRCLE
David J. Rosso
Alan I. Rothenberg
A. Paul Victor

PARTNERS IN LEADERSHIP

Robert J. Currie
Robert Z. Feldstein
Stuart F. Feldstein
Lloyd C. Fell
Kenneth S. Handmaker
Robert L. Harmon
Howard H. Hush, Jr.
Herbert M. Kohn
Robert G. Lane
C. Raymond Marvin
Kenneth C. Modell
Burton Rodney
Alvin V. Shoemaker
Lawrence K. Snider
Philip Sotiroff
Stefan F. Tucker
Thomas W. Van Dyke
Michael C. Weston
Robert C. White

ADVOCATES FOR EXCELLENCE

James M. Beardsley
William F. Braeuninger
Robert C. Canfield
Theodore R. Cohn
S. Stuart Eilers
John A. Everhardus
Gerald L. Gherlein
A. Duncan Gray, Jr.
Andrew C. Hall, Jr.
Lawrence Hirsch
Jerry Dale Jordan
David J. Kayner
John A. Krsul, Jr.
Michael H. Metzger
Howard E. O'Leary, Jr.
Lee D. Powar
John M. Price
James H. Quirk
Leonard M. Saari
Fredric L. Smith
Herbert C. Snyder, Jr.

David J. Strupp
Donald E. Vacin
Scott F. Zimmerman

\$1 - 499

Hans G. Bagner
Richard Snyder Brennan
Arthur V. N. Brooks
Dan R. Bruggeman
William R. Bryant, Jr.
Lawrence T. Buchmiller
John E. Burke
T. Irving Chang
Orville L. Coady
Simon F. Coleman
Thomas L. Creel
Peter H. DeHaas
William W. DeWitt
Charles F. Dugan, II
Bruce W. Eaken, Jr.
Henry Earle, III
Anthony E. Efrehoff
Sarah Efrehoff
John R. Ernst
Allen D. Evans
John M. Fischer
Howard M. Frankenberger
Charles R.

Frederickson, III
Alfred E. Gade
Sandor M. Gelman
Thomas J. Greene
Warren F. Grienenberger
Robert C. Hackett
John A. Hazelwood
Jackson C. Hedges
J. Walker Henry
W. Fred Hunting, Jr.
J. Alan Jensen
Edward C. Johnson
John C. Jones, III
John B. Kemp
David Boyd Kennedy
Bruce T. Kloppman
Michael S. Knuths
D. Michael Kratchman
Hermann A. Kunisch
Jules Lang
Bruce Leavitt
Joseph W. Little
Arthur F. Lubke, Jr.
William B. Lum
Howard R. Lurie
John R. Lutz
John J. Lynch
Ralph E. Mahowald
David B. Marblestone
J. Patrick Martin
Richard W. Mason
J. Thomas McCarthy
Joe B. McDade
Gerald E. McNally
J. Michael Meade
Gail Franklin Miller
Hugh M. Morrison
Charles D. Moyer
Heather M. Mullett
Roderick O. Mullett
Michael E. Oldham
Diane I. Olsson
Anthony J. Pagano
Burton L. Raimi
William H. Ransom
James H. Rich, Jr.
William B. Roberts
Luis F. Rodriguez
Norman P. Rowe
Edward A. Ryder
Marvin L. Schrago
Richard A. Shapiro

Mark Sumner Smallwood
James W. Smith
Norman T. Smith
Webb Anthony Smith
Richard K. Snyder
Wade C. Stevens
Paul L. Tractenberg
Daniel C. Turoff
John A. Twomey
Charles K. Veenstra
Jackman S. Vodrey
Lawrence W. Waggoner
A. Harris Walker
Suzanne Balaze Weiss
Edward A. White
Douglas W. Whitney
Ralph O. Wilbur
Peter J. Wittkuhns
Roger C. Wolf
Philip F. Wood
George H. Zinn, Jr.

Mark Sumner Smallwood
James W. Smith
Norman T. Smith
Webb Anthony Smith
Richard K. Snyder
Wade C. Stevens
Paul L. Tractenberg
Daniel C. Turoff
John A. Twomey
Charles K. Veenstra
Jackman S. Vodrey
Lawrence W. Waggoner
A. Harris Walker
Suzanne Balaze Weiss
Edward A. White
Douglas W. Whitney
Ralph O. Wilbur
Peter J. Wittkuhns
Roger C. Wolf
Philip F. Wood
George H. Zinn, Jr.

1964

DONORS 107
DOLLARS \$74,711
PARTICIPATION 34%

L. HART WRIGHT CABINET
Daniel W. Vittum, Jr.

PAUL G. KAUPER CABINET
Francis B. Kulp, Jr.

WILLIAM W. BISHOP, JR. CIRCLE
Peter V. Fazio, Jr.
Richard B. Rogers

PARTNERS IN LEADERSHIP

Edgardo J. Angara
Dennis P. Bedell
Alexander E. Bennett
Thomas G. Dignan, Jr.
Ronald R. Hanlon
Lawrence G. Meyer
Richard A. Rossman
Peter S. Sheldon
Marvin S. Shwedel
Kenneth Paul Walz
Barry R. Whitman
David G. Williams

ADVOCATES FOR EXCELLENCE

James R. Borthwick
Bruce C. Conybeare
Irwin J. Dinn
Robert H. Garb
Albert S. Golbert
William J. Heaphy
William T. Hutton
Michael V. Marston
Paul M. Ostergard
James M. Powell
Kurt E. Richter
Jon M. Sebaly
Frank R. Uible, Jr.

\$1 - 499

Robert D. Andrews, Jr.
William A. Baker
Robert J. Battista
A. John Beke
Theodore L. Bendall, Jr.
Carl D. Bernstein
H. Lee Blumberg
Marvin J. Brenner
Michael R. Capizzi
Alan Garrick Choate
Nancy M. Clarkson
James L. Copeland
Robert S. Cragg
Avelino V. Cruz
Ronald K. Dalby

Charles K. Dayton
Marc Gary Denlinger
Jon E. Denney
Michael A. Dively
William B. Dunn
Henry M. Ekker
Daniel R. Elliott, Jr.
John P. Eppel
Fred J. Fehheimer
P. Alexander Fisher
K. Michael Foley
Karl R. Frankena
Richard Fredrick Gerber
James W. Greene, II
John F. Hanson
Edgar N. Harland
Spencer C. Hunt
Peter W. Hyde
Denis A. Jacques
Justice G. Johnson, Jr.
Allyn D. Kantor
S. Olof Karlstrom
John A. Kicz
James L. Krambeck
Alan R. Kravets
Norvie L. Lay
Paul L. Leeds
Robert V. Lewis
William J. Madden, Jr.
Mark T. Mahlberg
Michael R. Maine
Thomas B. Marvell
Timothy W. Mast
William J. McCormick
Samuel J. McKim, III
Charles M. McLaughlin
Alan P. Miller
William S. Moody
James J. Nack
Peter Edward Nygh
Thomas E. Palmer
Edwin J. Panichas
Stephen W. Roberts
E. David Rollert
T. Gordon Scupholm, II
Arthur M. Sherwood
Peter X. Sickinger
Dayton E. Soby
Frank S. Spies
Ben S. Stefanski, II
Kenneth E. Stewart
Gregg E. Stover
Dirk V. Tolle
John D. Tully
Cheever Tyler
Walter A. Urick
Robert G. Waddell
Michael A. Warner
Zena E. Weishaar
James A. White
S. Michael Wilk
John Palmer Williams
Joseph J. Zimmerman

1965

DONORS 119
DOLLARS \$97,914
PARTICIPATION 37%

PAUL G. KAUPER CABINET
Daniel F. Kolb
C. Douglas Kranwinkle
Paul M. Lurie
Charles F. Niemeth
LAYLIN K. JAMES CABINET
Joel L. Tonkin
WILLIAM W. BISHOP, JR. CIRCLE
Mark J. Levick
Thomas B. Ridgley

PARTNERS IN LEADERSHIP

John H. Blish
William J. Bogaard
Laurence D. Connor
Gordon L. Elicker
Albert E. Fowerbaugh
Jon Henry Kouba
Robert V. Peterson
Frank G. Pollock
Douglas J. Rasmussen
Justin C. Ravitz
Jack R. Snyder
John A. Thurber

ADVOCATES FOR EXCELLENCE

Joan V. Arrowsmith
Thomas P. Casselman
Charles E. Clark
R. Theodore Clark, Jr.
David D. Dodge
John Calvin Feldkamp
Robert B. Foster
David S. Jacobson
Robert M. Klein
James K. Perrin
Laurence S. Schultz

\$1 - 499

Robert E. Adamowski
Michael W. Alexander
Charles H. Aymond
Thomas E. Baker
Bruce R. Bancroft
Roy H. Batista
Francis E. Bentley
Larry J. Bingham
Richard Lee Blatt
David Bortman
Stephen E. Brawner
J. Walter Brock
Helman R. Brook
Eric V. Brown, Jr.
Herbert H. Brown
James R. Brown
Christopher L. Carson
Darryl R. Cochrane
Amos J. Coffman, Jr.
James W. Collier
William A. Crane
Terrence L. Croft
Wilbert F. Crowley
Robert H. Daskal
Daniel L. DeMent
L. Garrett Dutton, Jr.
David M. Ebel
David A. Ebershoff
Harry T. Edwards
Raymond G. Esch, Jr.
John P. Fernsler
Phillip S. Frick
J. Edmund Frost
Sheila Gallagher
John E. Gates
Gerald A. Goray
Dennis D. Grant
Douglas I. Hague
Morris A. Halpern
Patricia M. Hanson
Richard M. Helzberg
Daniel B. Hess
Robert H. Holmes
John E. Howell
Faris A. Howrani
R. Ian Hunter
Marco A. Jagmetti
Willoughby C. Johnson
Thomas L. Jones
Jerome H. Kearns
John F. Kern
J. David Kerr

James M. Kieffer
Philip S. King
Richard Carvill King
Edward F. Langs
Thomas Carson Lee
Eugene W. Lewis, III
Edward L. Lublin
Michael J. Lynch
Marcelino C. Maxino
J. Gary McEachen
Michael J. McHale
Joseph E. McMahon
Ronald Jay Meltzer
Joseph A. Milchen
Neil R. Mitchell
Peter A. Patterson
Terry G. Paup
Louis B. Potter
Richard J. Rankin, Jr.
David F. Rees
Paul A. Rothman
James E. Scanlon
Anthony J. Scirica
Frances R. Sebastian
John H. Seidel
Gary J. Shapira
Stuart Sinai
Jerome M. Smith
Benjamin Steiner
Alan H. Strohmaier
Charles S. Tappan
Phillip L. Thom
F. David Trickey
William M. Troutman
John J. Ursu
Paul Weinberg
Robert G. Wise

1966

DONORS 143
DOLLARS \$191,605
PARTICIPATION 39%

EDSON R. SUNDERLAND CABINET

J. Alan Galbraith
L. HART WRIGHT CABINET
Ronald L. Olson

PAUL G. KAUPER CABINET

Richard C. Sneed

LAYUN K. JAMES CABINET

Dewey B. Crawford
R. Malcolm Cumming
George M. Elsener
John R. Monson

WILLIAM W. BISHOP, JR. CIRCLE

Douglas M. Cain
Henry W. Ewalt, III
E. Edward Hood
James E. Howie, Jr.
Arlo D. Levi
Gerald T. Noffsinger
Fred E. Schlegel

PARTNERS IN LEADERSHIP

Robert D. Becker
Robert W. Beicke
Jonathan L. Birge
William M. Colby
Robert E. Epstein
George L. Jenkins
Stephen W. Jones
Morton Q. Levin
Steve Paul Moen
David B. Mueller
Terence Roche Murphy
Sanford H. Passer
James G. Phillip

Richard F. Vitkus
William T. Wood, Jr.
Kenneth J. Wysoglad
Samuel Zell

ADVOCATES FOR EXCELLENCE

Frederick G. Buesser, III
Alfred M. Butzbaugh
Jon D. Carlson
I. William Cohen
James F. Companion
William E. Doster
S. Cody Engle
John Edward Ferris
Robert E. Gilbert
Howard R. Grossman
Robert V. Herbert
Gilbert Indeglia
John H. Martin
William S. McDowell, Jr.
Thomas A. Pliskin
Ronald S. Pretekin
Erik H. Serr
Judith L. Teichman
Lawrence R. VanTil

\$1 - 499

William C. Anderson
William G. Barris
Robert S. Berkwitz
Stephen A. Bodzin
Nathaniel P. Breed, Jr.
Emilio Jorge Cardenas
Harvey Chayet
John C. Cook
Douglas M. Crowley
David W. Croysdale
William B. Davis, Jr.
Frank S. Dickerson, III
Robert A. Dimling
Robert C. Dinerstein
Dennis C. Drury
John H. Dumont
William G. Earle
Edwin G. Emerson
Peter L. Eppinga
Robert J. Epstein
James C. Ervin, Jr.
Thomas Shaw Eveland
Michael R. Fegen
Gerald B. Fincke
Sidney L. Frank
John R. Gaffin
Peter S. Galloway
Benjamin F. Garmer, III
Thomas D. Geil
Stephen A. George
Robert H. Gillette
Roger A. Goldman
Michael D. Gordon
Michael W. Grice
Bruce M. Groom
Hiram S. Grossman
Stephen L. Gutman
Barbara E. Handschu
Kenneth R. Harker, Jr.
Michael G. Harrison
Ezra Hendon
William K. Hoffman
Robert Edgar Hollweg
Jay Scott Hooker
John C. Hutchinson
Duane H. Ilvedson
Jon C. Jacobson
J. Michael Kapp
Dennis S. Kayes
W. Richard Keller
Steven M. Kin
Victor E. D. King
Bailey H. Kuklin
R. Bruce Laidlaw

Gerald L. Lawlis
James T. Leavitt, Jr.
Edward P. Levy
Richard L. Lotts
Stanley Lubin
William F. Marx
David L. McMurray
George D. Melling, Jr.
Michael F. Merritt
George B. Mullison
John R. Nolon
Thomas E. O'Connor, Jr.
Kenneth R. Oosterhouse
John G. Osthau
James P. Parker
Peter A. Pfaffenroth
Gary L. Price
John C. Provine
Samuel A. Purves
Richard E. Rassel
Charles E. Robinson
Jay A. Rosenberg
Michael W. Rosenberg
Jerrell P. Rosenbluth
Jeffrey C. Rubenstein
R. Bard Schaack
John T. Schmidt
Robert G. Schuchardt
Lawrence J. Sherman
David R. Shevitz
Richard J. Smith
Kenneth F. Snyder
Robert O. Tyler
Stuart C. Unger, Jr.
Brian A. Urquhart
George E. Ward
James C. Westin
William C. Whitbeck
Samuel W. Witwer, Jr.

1967

DONORS 164
DOLLARS \$230,905
PARTICIPATION 45%
REUNION TOTAL: GIFTS & PLEDGES \$645,935

THOMAS M. COOLEY CABINET

Jeffrey Hale Miro

L. HART WRIGHT CABINET

Norman G. Peslar

PAUL G. KAUPER CABINET

Barbara J. B. Kacir
Joseph Roy Seiger

LAYUN K. JAMES CABINET

Charles K. Marquis
William C. Pelster
E. Miles Prentice, III
Thomas H. Snyder
Charles V. Thornton

WILLIAM W. BISHOP, JR. CIRCLE

Joseph Ballway, Jr.
Sally Katzen
James A. Smith

PARTNERS IN LEADERSHIP

Joel S. Adelman
Christopher B. Cohen
William H. Conner
Roger M. Golden
Michael W. Harris
James P. Kleinberg
J. David Mackstaller
Matthew P. McCauley
Richard A. McDonough, III
Richard D. McLellan
J. Thomas Mullen
Jack L. Neuenschwander

J. Larry Nichols
Larry E. Phillips
John W. Puffer, III
Ronald Ian Reicin
James A. Rodgers
Gerald D. Skoning
Charles W. Unsworth

ADVOCATES FOR EXCELLENCE

Richard L. Bibart
William M. Brodhead
David A. Doran
Carl E. Esser
J. Kay Felt
Duane A. Feurer
Harold E. Hirsch
Hojun Kakinohana
Ian D. Lanoff
William B. Matakas
Charles A. Moran
Richard B. Nesson
George M. Smrtka
Larry J. Spilkin
Michael D. Umphrey
Ronald G. Vantine
Robert A. Wells

\$1 - 499

Franklen M. Abelman
Michael S. Adelman
John J. Arado
Lewis T. Barr
Calvin E. Bellamy
Robert Lee Berchem
Herbert L. Bernstein
Edgar H. Bittle
Thomas F. Blackwell
Hope K. Blucher
James B. Boskey
Ronald E. Brackett
John M. Briggs, III
Robert M. Brimacombe
Thomas H. Bround
William C. Buhl
Ahmed I. Bulbulia
Jack M. Burkett
A. Vincent Buzard
Michael W. Coffield
Bruce L. Colton
Timothy J. Curtin
Peter A. Dankin
Dixon B. Dann
Michael J. Davis
Thomas J. Donegan, Jr.
Charles A. Dunkel
Peter L. Dunlap
Alfred Jerome Dupont
James B. Fadim
Randolph H. Fields
Arnold Marshall Flank
John J. Flynn
Jack E. Ford
Lon Foster, III
Dennis L. Frostic
John M. Gardner
Charles H. Goodman
Samuel J. Goodman
J. Kirkland Grant
Frank X. Grossi, Jr.
Charles D. Hackney
J. Marshall Hamilton
John C. Hartranft
James M. Haviland
Louis J. Hellerman
William R. Hineline
William D. Hodgman
George M. Humphrey, II
David C. Johnson
Robert S. Katz
Joel D. Kellman

Michael Paul Knapp
Joel E. Krissoff
James R. Lamb
Kenneth M. Lapine
James Laughlin, III
Travis H. Lewin
James A. Locke, III
Michael P. Malley
George T. Masson, Jr.
Michael F. McCarthy
Robert K. McKenzie, Jr.
Guy H. McMichael, III
John W. McNeil
James L. Meretta
Edward C. Miller
Whitney Flagg Miller
Thorley C. Mills, Jr.
Daniel C. Molhoek
Philip W. Nantz
Philip A. Nicely
J. Larry Nichols
John H. Norris
John L. Noud
Joseph F. Page, III
Gordon Pehrson, Jr.
James E. Pendergrast
Stephen V. Petix
George J. Platis
Edward H. Powers
William Dodds Prakkenn
Stuart H. Pringle, Jr.
William F. Reichenbach
John K. Restrnick
W. Robert Reum
Stuart J. Rice
Ronald A. Rispo
John S. Roadhouse
John J. Roper
Robert D. Sarow
David S. Saunders
John A. Sebert, Jr.
Bruce Seyburn
Thomas J. Shannon
William C. Shedd
Stephen E. Shefman
Thomas E. Silfen
Mark E. Smith
Natalie A. Smith
Barry L. Springel
Richard N. Stein
George T. Stevenson
William J. Stiner
John H. Stout
Frank V. Strother
John T. Svendsen
Steven H. Thal
Bruce A. Timmons
Larry Victorson
James E. Walter
Donald A. Wascha
Stanley P. Weiner
David G. Wise
Michael W. York
John F. Zulack

1968

DONORS 144
DOLLARS \$89,068
PARTICIPATION 42%

EDSON R. SUNDERLAND CABINET

Bruce P. Bickner

WILLIAM W. BISHOP, JR. CIRCLE

Charles E. McCormick

PARTNERS IN LEADERSHIP

Stephen F. Black
Frederick W. Brenner, Jr.
Kenneth Dresner



Richard A. Earle
John W. Fischer, III
Ronald R. Glancz
John D. Gorby
Edward J. Heiser, Jr.
Walter W. Kurczewski
William M. Toomajian

ADVOCATES FOR EXCELLENCE

John A. Artz
Charles J. Barnhill, Jr.
Patrick James Becherer
Elden W.

Butzbaugh, Jr.
Christopher Cooke
Peter M. Crevi
Scott B. Crooks
Stephen B. Diamond
Thomas A. Hayes
Harry P. Lamberson
Richard O. Lempert
Ronald L. Ludwig
James L. McDonald
Steven D. Pepe
Charles E. Thomas, Jr.
Alfred J. Wiederkehr
Harvey J. Zameck

\$1 - 499

Charles F. Adler, Jr.
David S. Allen
Carl Henry Amon, III
Cushman D. Anthony
John Gregg Bacon
William F. Bavinger, III
Michael B. Bixby
Richard M. Bluestein
Michael J. Bobroff
Thomas R. Brous
Charles Burleigh, Jr.
William M. Burns
Robert G. Buydens
Stephan L. Cohen
Kenneth S. Colburn
R. Michael Cole
Lester L. Coleman, III
Richard C. Cooleedge
Michael W. Cotter
William F. Dausch
J. Jefferson Davis
Robert J. DeGrand
George A. Dietrich
Williamson P. Donald
Robert M. Dubbs
Larry R. Eaton
Allen D. Field
Peter C. Flintoft
Wood R. Foster, Jr.
Robert H. Fredericks, II
Larry J. Gardner
William J. Garmisa
A. Patrick Giles
Lawrence Michael Gill
Stephen A. Glasser
Robert S. Gold

Edward B. Goldman
Henry S. Gornbein
Charlotte Greenfield
William N. Gross
Paul A. Haas
Robert W. Harmon
Henry Clark Harvey, Jr.
Francis J. Hearsch, Jr.
A. Benjamin Henson
Jay A. Herbst
Richard Herrmann
William D. Herz
Frazier C. Hilder
John William Hoberg
Francis P. Hubach, Jr.
Stephen F. Idema

James H. Ihrke
Robert C. Keck, Jr.
R. Kenneth Keim
James P. Kelly
Elizabeth Kinney
Terry John Klaasen
John C. Koster
Jeffrey R. Kravitz
Diane A. Lebedeff
Eric V. Lemon
Paul Lieberman
Howard R. Lloyd, Jr.
John H. Logie
Lawrence G. Lossing
J. Frank McCabe, II
Stewart H. McConaughy
Gordon A. McKean
Edward W. Merkel, Jr.
Bruce P. Miller
Patrick M. Muldoon
Malachy R. Murphy
John Michael Murray
Donald A. Nelson
John A. Nitz
Robert J. Oexeman
John S. Osborne, Jr.
Edward W. Pettigrew
Paul C. Pringle
John C. Ransmeier
James E. Rice
Lawrence D. Robinson
Robert S. Rosemurgy
Mark R. Sandstrom
Michael D. Saphier
John Eric Schaal
Howard M. Schmeltzer
Lawrence J. Schulman
Edward I. Schutzman
James E. Schwab
Mark H. Schblionko
Paul D. Sherr
Melvin S. Shotten
Stephen L. Smay
Cornelius J. Sullivan
Michael P. Sullivan
Thomas F. Sweeney
Fredric A. Sytsma
Thomas F. Tresselt
Nancy W. Trowbridge
Thomas R.

Trowbridge, III
Samuell L. Tsoutsanis
Daniel VanDyke
William L. Veen
John H. Vogel, Jr.
Carl H. von Ende
William R. Weber
Morton E. Weldy, III
Dennis E. Whedon
Gregg H. Wilson
Jay L. Witkin
Thomas E. Woods, III
Gary F. Wyner
Jack R. Zerby

1969

DONORS 139
DOLLARS \$50,005
PARTICIPATION 38%

WILLIAM W. BISHOP, JR. CIRCLE
Robert J. Kheel

PARTNERS IN LEADERSHIP

Charles A. Adamek
Lori K. Adamek
A. Victor Antola
W. Timothy Baetz
Marisa M. Buttrey
Richard F. Carlile

Marilynn J. Cason
Ralph Paul Fichtner
Jane Forbes
Robert E. Gooding, Jr.
M. Bruce McCullough
Robert J. Millstone
James P. Murphy
Thomas M. O'Leary
Brian Patchen
Rickard F. Pfizenmayer
Gary P. Sams
B. Lance Sauerteig
Roger C. Siske

ADVOCATES FOR EXCELLENCE

Barry A. Adelman
Charles W. Borgsdorf
David L. Carpenter
Peter P. Garam
Hugo Ibeas
Stephen P. Kikoler
Chan Jin Kim
Ralph L. Kissick
Richard C. Lam
Gary M. Macek
George A. Mudge
Douglas Scarff
Stanley S. Stroup
Lawrence E. Young

\$1 - 499

Benjamin J. Abroahms
James L. Ackerman
Stephen W. Andrew
Essel W. Bailey, Jr.
Michael A. Bergin
S. Jeffrey Besser
Douglas G. Boven
E. Michael Brady
Paul D. Braun
Rexford T. Brown
Stephen C. Brown
Stanley G. Burech
Hal O. Carroll
Joseph T. Carroll
Kenneth K. Cassell
Michael E. Cavanaugh
William A. Childress
Allan J. Claypool
Richard P. Cole
James L. Crane, III
John E. Dewane
Steven R. Duback
David E. Dwyer
George M. Elworth
Robert D. Evans
W. Anthony Feiock
Terry E. Fenzl
James R. Frederick
Stuart A. Friedman
Robert G. Geeseman
Geoffrey L. Gillis
Paul E. Glendon
Robert H. Goldman
Peter E. Goodstein
R. Barthen Gorman
Darrel J. Grinstead
Ronald S. Grossmann
Lawrence E. Hard
Charles C. Hawk
Marshall David Hier
Geoffrey P. Jarpe
Robert P. Johnstone
Douglas N. Jones
Hugh M. Jones
Gerald H. Kahn
Mary B. Kahn
Joseph J. Kalo
Edward S. Kaplan
Lawrence W. Konopka
Michael L. Krassner

Thomas W. Lacchia
Frederick W. Lambert
Michael M. Levy
Walter H. Lindsay, Jr.
Lyle L. Lopus
David A. Ludtke
John J. Lynch, III
William F. Machen
Richard C. Marsh
David E. McCrory
Robert M. Meisner
Richard E. Meunier
William S. Moore
Cornelius D. Murray
John R. Myer
Daniel H. Neely
Stephen M. Newman
David E. Nims, III
Richard H. Nimitz
David F. Nitschke
Robert H. Norris
Charles R. Oleszycki
William C. Oltman
Louis D. Pierce
Norman A. Platt
R. Peter Prokop
U. Charles Rimmel, II
Arthur C. Rinsky
Richard Stewart Roberts
Fredric T. Rosenblatt
Laurence J. Schiff
Ronald B. Schram
Robert E. Scott
Daniel Shapira
Simcha Shapiro
Donald E. Shelton
Robert J. Sher
Jeffrey W. Shopoff
Harold K. Shulman
Robert M. Sigler, Jr.
Michael B. Staebler
Detlev Thienhaus
John N. Thomson
Charles H. Tobias*
John J. Van De Graaf, Jr.
Robert M. Vercruyse
Harvey B. Wallace
Richard Barry Weil
Philip L. Weinstein
Edward Martin Welch, Jr.
James G. Wells
Jeffrey K. Wohlstadter
David Woodbury
Fred M. Woodruff, Jr.
Mary M. Zulack

1970

DONORS 108
DOLLARS \$30,630
PARTICIPATION 41%

WILLIAM W. BISHOP, JR. CIRCLE
Simon M. Lorne
Robert H. Swart

PARTNERS IN LEADERSHIP

Leslie Jay Goldman
Robert T. Greig
Ernest D. Humphreys
Edward T. Moen, II
Jack C. Radcliffe, Jr.
David M. Schraver
John L. Sobieski, Jr.
Laurence Eliot Winokur

ADVOCATES FOR EXCELLENCE

Peter R. Altenburger
Michael J. Biber
James R. Bieke
Douglas R. Chandler
Mary Z. Chandler

Charles L. Cope, II
James A. Fajen
John M. Forelle
Peter L. Gustafson
William David Hasfurther
William F. Israel
Edward B. Rogin

\$1 - 499

George W. Allen
James N. Barnes
Patricia S. Bauer
John M. Berman
J. Dale Berry
Mary F. Berry
Leo R. Beus
Alexander B. Bragdon
James N. Candler, Jr.
Steven B. Chameides
W. Scott Chilman
Robert B. Cohen
Gordon B. Conn, Jr.
Robert M. Dahlbo
Brett R. Dick
Diane S. Dorfman
Bettye S. Elkins
Stephen C. Ellis
George E. Feldmiller
Tibor M. Gallo
James V. Gargan
Barry B. George
William E. Goggin
Mark A. Gordon
Jack A. Green
J. William Greenbaum
Donald F. Haas
John J. Hays
Neill H. Hollenshead
Thomas B. Huck
William A. Irwin
Howard A. Jack
C. Clayton Johnson
Thomas W. Jones, Jr.
Marc J. Kennedy
Richard B. Kepes
Robert M. Knight
Peter J. Kok
John C. Kouklis
Joel N. Kreizman
John R. Laughlin
Bruce R. LeMar
David Baker Lewis
Robert J. Lewis, Jr.
Dennis J. Lumsden
George P. MacDonald
Jon C. MacKay
Ronald E. Manka
David M. Mattingly
Kenneth J. McIntyre
Thomas P. McMahon
E. Craig Moody
Winston Sidney Moore
Ralph A. Morris
R. Stan Mortenson
Ivan W. Moskowitz
Robert B. Nelson
David C. Nicholson
John G. Parnell, Jr.
Gilbert J. Premo
Robert A. Prentice
Victor F. Ptaszniak
Susan Rockman
James M. Roosevelt
Lawrence E. Saulino
Peter D. Schellie
Steven G. Schember
Richard A. Schneider
Eric J. Schneidewind
Donald E. Seymour
Frank J. Simone, Jr.

Lyle B. Stewart
Eric J. Thorsen
Donald P. Ubell
James L. Waters
Robert O. Wefald
Peter Mark Weinbaum
Martin Carl Weisman
Richard B. West
Susan S. Westerman
Thomas J. Whalen
James W. Winn
Lawrence A. Young
Caryl A. Yzenbaard
Richard Dell Ziegler
Jay H. Zulauf

1971

DONORS 135
DOLLARS \$78,179
PARTICIPATION 36%

PAUL G. KAUPER CABINET
Richard R. Burns

LAYUN K. JAMES CABINET

Henry E. Fuldner
Geoffrey L. Gifford
Mark F. Katz
Edwin D. Scott

PARTNERS IN LEADERSHIP

Paul Alexander
Howard L. Boigon
Dickson G. Brown
Edward T. Butt, Jr.
James P. Feeney
Gerald Garfield
Susan M. Greig
Michael E. Huotari
Wayne C. Inman
Robert T. Joseph
Kenyon P. Kellogg, Jr.
Alan M. Loeb
Robert E. McFarland
Muriel Irwin Nichols
Michael A. Nims
Kurt Gilbert Schreiber
Ronald P. Soliman
Gerald V. Weigle, Jr.
Steven M. Woghlin
Georgetta A. Wolff
Susan G. Wright

ADVOCATES FOR EXCELLENCE

Dennis B. Dubay
Michael J. Gentry
John E. Jacobs
Mary Kathryn Kane
Wolfgang Knapp
Noel Anketell Kramer
Alan R. Lepene
Jerry L. Miller
Corey Y. Park
John A. Radey
Wanda J. Reif
Don A. Schiemann

\$1 - 499

Lawrence M. Abramson
James N. Bailey
Richard M. Barron
Robert M. Becker
Denis B. Binder
Bruce D. Black
Robert I. Blevens
Peter W. Booth
Robert J. Bremer
Thomas W. Brookover
Darrel G. Brown
Aaron H. Bulloff
Anthony Bykowski

C. Erik Chickedantz
 Emory W. Clark
 Arthur Read Cone, III
 Jules I. Crystal
 Wayne C. Dabb, Jr.
 Anthony S. DeFrank
 Brian J. Deppe
 James N. Doan
 Gayer G. Dominick
 Thomas B. Dorris
 Robert J. Dugan
 Robert W. Edwards, Jr.
 Donald E. Erickson
 Michael B. Evanoff
 Donald C. Exelby
 Gene A. Farber
 Edward T. Farry, Jr.
 Richard N. Feferman
 Harvey L. Frutkin
 Timothy A. Fusco
 Donald S. Gardner
 Robert M. Gault
 Stuart E. Grass
 Mark I. Hampton
 Peter T. Hoffman
 Peter J. Hustinx
 Stuart M. Israel
 Robert Kaplow
 Chester E. Kasiborski, Jr.
 Carter E. Keithley
 Peter A. Kelly
 Stephen P. Kilgriff
 R. Joseph Kimble, Jr.
 John E. Klein
 Edward M. Kronk
 Brian J. Lake
 Aldis Lapins
 Donald L. Law
 Charles M. Lax
 Bruce J. Lazar
 Steven H. Levinson
 Karen K. MacKay
 Paul E. Maki
 David William McKeague
 Richard L. Mintz
 Kenneth M. Mogil
 Melvin J. Muskovitz
 Charlotte V. Neagle
 William R. Nuernberg
 James A. O'Brien
 C. William O'Neill
 Herbert Papenfuss
 David J. Peat
 William J. Rainey
 Herbert J. Ranta
 Michael F. Reuling
 Alan Richardson
 Julia Rankin Richardson
 William Harris Scharf
 John R. Schoonmaker
 William T. Sellay
 Patrick W. Semegen
 Howard A. Serlin
 Dale L. Sielaff
 Abraham Singer
 Steven A. Solomon
 David M. Specter
 Judd R. Spray
 William H. Starkweather
 Ronald J. Styka
 I. Russell Suskind
 Richard D. Swaney
 Edward D. Sybesma, Jr.
 Deaneel Reece Tacha
 Roger B. Tilles
 Henry W. Trimble, III
 Ralph G. Wellington
 Larry C. Willey
 Steven H. Winkler
 Thomas T. Wood

Donald J. Wuebling
 Howard B. Young
 James G. Young
 Joseph J. Ziino, Jr.

1972
 DONORS 157
 DOLLARS \$62,545
 PARTICIPATION 37%

LAYUN K. JAMES CABINET
 Leonard J. Baxt
 Jane W. Griswold

WILLIAM W. BISHOP, JR. CIRCLE
 Joel I. Newman

PARTNERS IN LEADERSHIP
 J. Phillip Adams
 William T. Bisset
 Reinhart H. Densch
 Zachary D. Fasman
 James H. Geary
 Joseph I. Goldstein
 Saul A. Green
 Jeffrey J. Greenbaum
 Robert G. Kuhbach
 Stephen P. Lindsay
 Timothy A. Nelsen
 Terrence G. Perris
 William J. Richards
 Barbara Rom
 Kim L. Swanson
 John A. VanLuvanee
 Robert J. White
 N. Frank Wiggins
 Joseph C. Zengerle, III
 Lynda S. Zengerle

ADVOCATES FOR EXCELLENCE
 David Kirshman
 Paul L. Lee
 Dale L. Lischer
 William J. Meeske
 David A. Mikelonis
 Thomas G. Morgan
 Thomas W. Palmer
 John B. Pinney
 Alan M. Rauss
 Michael J. Renner
 James A. Rice
 Stephen F. Secrest
 Dean C. Storkan
 Larry J. Titley
 Stephen R. Wright

\$1 - 499
 William J. Abraham, Jr.
 Alan T. Ackerman
 David N. Adair, Jr.
 Robert L. Agacinski
 Millard F. Aldridge
 Nelson G. Alston
 Gerald A. Ambrose
 Michael J. Anderegg
 John P. Apol
 Charles J. Averbook
 David G. Baker
 Daniel O. Berger
 John H. Boggs
 Robert E. Borton
 James E. Brenner
 John G. Brian, III
 Robert D. Brower, Jr.
 Thomas C. Brown
 David P. Buck
 H. Patrick Callahan
 Donald J. Clark
 Mark A. Clodfelter
 Lawrence S. Coburn
 William L. Cooper

Stephen E. Dawson
 John H. Distin
 Charles A. Duerr, Jr.
 Christopher J. Dunsky
 Stephen S. Eberly
 Peter Farrow
 Robert W. Fleishman
 David E. Frasch
 Bruce M. Friedman
 Jeffrey E. Froelich
 James M. Garlock
 Richard B. Ginsberg
 James B. Gray, Jr.
 Ronald E. Greenlee, III
 Dennis M. Haley
 Michael P. Hall
 Michael L. Hardy
 Stephen L. Haslett
 Roger A. Haslick
 Mark B. Hillis
 Ronald S. Holliday
 Philip G. Hubbard, Jr.
 Gregory A. Huffman
 Terrill S. Jardis
 Raymond J. Jast
 Diane L. Jensen
 Kenneth T. Johnson, Jr.
 Henry L. Jones, Jr.
 Robert M. Justin
 Linda B. Kersker
 Joseph W. Kimmell, II
 Calvin B. Kirchick
 John T. Klug
 Barbara A. Lane
 Terrence W. Larrimer
 Paul Raymond Levy
 Seth M. Lloyd
 Joseph D. Lonardo
 Joanna London
 Charles E. Ludlam
 Richard A. Martens
 William F. Martson, Jr.
 Richard K. Mason
 Patrick B. McCauley
 Wayne A. McCoy
 Robert J. McCullen
 Thomas J. McGinn
 Gary J. McRay
 Glanetta Miller
 Philip M. Moilanen
 Lyndon C. Molzahn
 James M. Moore
 David L. Morrow
 Michael D. Mulcahy
 Neil G. Mullally
 Eric E. Mulloy
 Eugene P. Nicholson, III
 Joseph S. Orban, Jr.
 Harold Richard Oseff
 S. Michael Peck
 Douglas R. Penny
 John P. Quinn
 Paul B. Rasor
 Charles T. Richardson
 Richard J. Riordan, Jr.
 Morton M. Rosenfeld
 Richard F. Roth
 Stuart W. Rudnick
 Stuart A. Schloss, Jr.
 Robert J. Schmier
 Gerald P. Seipp
 Michael B. Shapiro
 Ernest M. Sharpe
 Gordon P. Shuler
 Janice Siegel
 Richard C. Simpson
 Craig A. Smith
 J. Mark Smith
 Miriam B. Steinberg
 Ronald B. Stephens

R. Gregory Stutz
 James D. Supance
 Keith E. Swanson
 Peter N. Thompson
 Jeffrey A. Tucker
 Michael A. Tyrrell
 Mark A. VanderLaan
 James C. VanDyke
 Arthur H. Victor
 William P. Weiner
 Richard R. Weiser
 J. Bryan Williams
 James S. Wulach
 Robert Zegster
 David H. Zoellner

1973
 DONORS 161
 DOLLARS \$48,595
 PARTICIPATION 35%

LAYUN K. JAMES CABINET
 John M. Nannes
 Eric A. Oesterle

WILLIAM W. BISHOP, JR. CIRCLE
 James R. Jenkins
 Curtis L. Mack

PARTNERS IN LEADERSHIP
 William J. Campbell, Jr.
 Steven F. Greenwald
 Paul F. Hultin
 Warren J. Kessler
 Quinn W. Martin
 Christine M. Rhode
 George D. Ruttinger
 Frederick C. Schafrick
 John K. Villa

ADVOCATES FOR EXCELLENCE
 James L. Baumoeel
 Mark R. Bendure
 John M. Christian
 Louis A. Colombo
 Susan M. Eklund
 Barry D. Glazer
 Thomas W. McLaughlin
 John T. Meredith
 Michael F. Nuechterlein
 Richard M. O'Connor
 James C. Ruh
 John W. Solomon
 Timothy M. Stone
 Jerry C. Wagner

\$1 - 499
 Elliott D. Andalman
 Lawrence R. Barker
 Rupert M. Barkoff
 James H. Barnes
 Robert M. Bellatti
 Donald P. Bennett
 Paul E. Bennett
 Martha J. Bergmark
 Kenneth H. Bernstein
 David M. Black
 Philip W. Boesche
 Jack E. Boynton
 William A. Brengle
 Clifford B. Buelow
 Samuel Bufford
 John M. Burkoff
 Ronald H. Bussey
 John H. Byrne
 John B. Chapman
 James Nelson Christman
 James C. Cobb, Jr.
 Roger L. Conner
 William H. Cordes
 Katherine G. Crystal

Bruce L. Dalrymple
 Charles D. Daniel
 James P. Dean
 Charles S. DeRousie
 Bruce M. Diamond
 Thomas L. Drenth
 Gregory A. Eurich
 Michael R. Fayhee
 Robert A. Ferencz
 Ned L. Fisher
 Paul E. Fisher
 Nancy C. Francis
 Norman E. Fretwell
 Philip M. Frost
 Neil Ganulin
 Ronald M. Gould
 Edward A. Grössmann
 Gregory D. Hale
 Jan D. Halverson
 Sue R. Halverson
 John V. Harper
 Robert L. Hartzfeld
 Jeffrey L. Hirschfield
 Robert E. Hirshon
 Timothy H. Howlett
 Frank W. Jackson
 Robert Jaspén
 Ronald L. Kahn
 Robert E. Kass
 J. Hayes Kavanagh
 Don L. Keskey
 Alexander A. Krezel
 George E. Kuehn
 Steven E. Kushner
 Wendy C. Lascher
 Jeffrey F. Lee
 Peter C. Lesch
 Fred J. Lesica
 Bertram L. Levy
 Kathleen McCree Lewis
 Thomas R. Lichten
 Robert E. Logeman
 Charles A. Lowenhaupt
 Robert A. Malstrom
 Michael G. Marion
 Suzanne G. Mason
 Robert K. Matsumoto
 Timothy J. McCarthy
 Mark F. Mehlman
 Harvey J. Messing
 Donald B. Miller
 Christopher H. Milton
 Blondell L. Morey
 Larry A. Mowrer
 Richard J. Munsch
 Matthew Myers

Michael K. Noonan
 Jeffrey B. Osburn
 Robert W. Palmer
 Edward H. Pappas
 Irving Paul
 John A. Payne, Jr.
 David M. Pedersen
 Jeffrey M. Petrash
 Leo H. Phillips, Jr.
 John S. Redpath, Jr.
 Allan J. Reich
 Michael L. Robinson
 Rosalind H. Rochkind
 Mark M. Rosenthal
 James C. Ruh
 Paul F. Russell
 Jeffrey L. Schad
 Richard M. Schumacher
 Richard E. Schwartz
 Stephen E. Selander
 Joseph J. Serritella
 Richard P. Shcolnek
 Timothy M. Sheehan
 J. Courtney Shevelson

Iris E. Sholder
 Stephen M. Silverman
 Richard F. Silvestri
 Stanley Smilack
 Barry R. Smith
 Lawrence S. Smith
 Nicholas Sokolow
 Thomas E. Stayton
 George C. Steeh, III
 Gary G. Stevens
 James B. Steward
 James E. Stewart
 Kurt H. Stiver
 C. Mark Stoppels
 Wallis S. Stromberg
 Pamela B. Stuart
 Helen Howell Sundgren
 Robert E. Tait
 Philip R. Telleen
 James F. Tercha
 William J. Travis
 Roy M. VanCleave
 David VanderHaagen
 James L. Wernstrom
 Robert L. Weyhing, III
 Pamela Gaudreau Shea
 Andrew S. Williams
 Harley A. Williams, Jr.
 David C. Zalk
 Abraham Zylberberg

1974
 DONORS 136
 DOLLARS \$64,499
 PARTICIPATION 38%

PAUL G. KAUPER CABINET
 James B. Griswold
 Alberto A. Munoz, II

WILLIAM W. BISHOP, JR. CIRCLE
 Anita L. H. Jenkins
 Stuart M. Lockman

PARTNERS IN LEADERSHIP
 Robert A. Armitage
 Stephen M. Fisher
 Michele Coleman
 Mays
 Paul Louis McKenney
 David R. Morris
 Cameron H. Piggott
 Elinor P. Schroeder
 Langley R. Shook
 Dana Linden Trier

ADVOCATES FOR EXCELLENCE
 Darryl S. Bell
 William J. Davey
 Lloyd A. Fox
 Richard J. Gray
 Neil R. Mann
 Patricia L. Mann
 Joan Swartz McKay
 Lawrence I. McKay, III
 William F. Mills
 Richard A. Riggs
 Michael D. Rubin
 Ivan J. Schell
 Robert R. Shearer
 Daizaburo Yuine

\$1 - 499
 Gail L. Achterman
 Emerson J. Addison, Jr.
 Ellen Joyce Alter
 Clark A. Andrews
 W. David Arnold
 Jerome A. Atkinson
 Richard F. Babcock, Jr.
 John Chester Bigler



Arnold P. Borish
 Michael B. Brough
 Philip A. Brown
 Carl V. Bryson
 Bodo Buechner
 Robert W. Buechner
 Eileen Cairns
 Roberto S. Casati
 Janice L. Charter
 Robert O. Chessman
 David W. Clark
 Terry M. Cosgrove
 Robert E. Costello
 William Danhof
 Norma Ann Dawson
 Gary R. Diesing
 David W. Drake
 Donald N. Duquette
 Michael D. Eagen
 S. Jack Fenigstein
 Raymond F. Fix
 Steven F. Friedell
 Gene B. George
 Allen E. Giles
 Bradley H. Giles
 Judith Burghardt Gilyeart
 Robert S. Goudy
 Frank J. Greco
 Glen B. Gronseth
 Paul D. Harrington
 Susan L. Hauser
 Louis A. Highmark, Jr.
 Patrick J. Hindert
 Alan B. Hoffman
 William W. Hofmann
 Carol K. Hollenshead
 Rodney M. Jean
 W. Lawrence Joachim
 Robert A. Kaminski
 Renate Klass
 S. Timothy Kochis
 P. Kenneth Kohnstamm
 Jeffrey D. Komarow
 Brock R. Landry
 Spencer LeRoy, III
 Gordon R. Lewis
 Martha Dennis Longhofer
 James J. Maiwurm
 Matthew J. Mason
 Daniel W. McGill
 Lynne M. Metty
 Shirley Moscow Michaelson
 John B. Midgley
 Alan S. Miller
 Donald S. Mitchell
 Priscilla F. Gray Moon
 Richard G. Moon
 Stephen R. Moore
 Michael H. Morris
 Kraig E. Noble
 Laurence C. H. Nolan
 Thomas S. Nowinski
 Robert A. Obringer
 Robert W. Ollis, Jr.
 T. William Opdyke
 Mark S. Patt
 David C. Patterson
 Richard A. Polk
 Thomas G. Power
 Clarence L. Pozza, Jr.
 Sylvester V. Quitquit
 Daniel E. Reidy
 David S. Robinson, Jr.
 Craig A. Rochau
 Louis P. Rockkind
 Gary A. Rowe
 James A. Samborn
 Bart J. Schenone
 Joseph G. Scoville
 Robert A. Siegel

J. Michael Smith
 Darryl L. Snider
 Barbara S. Steiner
 David G. Strom
 Douglas W. Taylor
 Larry D. Thompson
 Michael Touff
 Rosemary D. VanAntwerp
 Francois Vignaud
 James D. Wangelin
 James M. Warden
 Thomas W. Weeks
 Patricia D. White
 L. Michael Wickes
 Patricia Kane Williams
 Thomas S. Wiswall
 Larry M. Wolfson
 Craig A. Wolson
 Kenwood Youmans
 David H. Young
 Barry L. Zaretsky

1975

DONORS 132
 DOLLARS \$35,497
 PARTICIPATION 34%

WILLIAM W. BISHOP, JR. CIRCLE
 Thomas John Carlson

PARTNERS IN LEADERSHIP

Ralph J. Gerson
 Rochelle D. Alpert
 Steven T. Hoort
 Robert A. Katcher
 Terry S. Latanich
 Jeffrey F. Liss
 Virginia F. Metz
 Erica A. Ward

ADVOCATES FOR EXCELLENCE

Lamont E. Buffington
 Thomas J. Eastment
 Kenneth R. Faller
 Susan Grogan Faller
 Paul L. Gingras
 David B. Hirschey
 Arnold John Kiburz, III
 Joel E. Krischer
 David W. Lentz
 Richard D. Melson
 David J. Neuman
 Adrian L. Steel, Jr.
 Robert P. Wessely

\$1 - 499

Lucile Jamison Anutta
 I. Scott Bass
 Charles B. Bateman
 Roger E. Batreall
 Richard M. Bendix, Jr.
 Allen H. Beroza
 Joyce Bihary
 Michael H. Boldt
 John L. Booth, II
 John H. Brannen
 Robert Clifton Bruns
 Michael P. Burke
 Jeffrey Butler
 Gordon Thomas
 Carey, Jr.
 Henry B. Clay, III
 Joseph E. Compton, III
 John R. Cook
 J. Michael Cooney
 Gordon W. Didier
 James H. Dobson
 Daniel P. Ducore
 Frank G. Dunten
 Eric A. Eisen
 William Alfred Elliott

Lawrence G. Feinberg
 Mary L. Fellows
 Nancy J. Foster
 Mark Joseph Fugolo
 John R. Gerstein
 Ronald F. Graham
 Charles Hair
 Alan K. Hammer
 Michael W. Hartmann
 Anthony Joseph
 Heckemeyer
 Stuart R. Hemphill
 Douglas R. Herman
 Nathaniel A. Hoffman
 John R. Holdenried
 Peter Douglas Holmes
 Stephen J. Hopkins
 Tobias Jaag
 Diane L. Kaye
 Carol A. Koller
 Nina Krauthamer
 Nickolas Kyser
 Mark L. Lasser
 William V. Lewis
 Charles J. Lisle
 A. Russell Localio
 Ronald S. Longhofer
 Susan Diane McClay
 Thomas R. McCulloch
 John H. McKendry, Jr.
 Stephen B. McKown
 Peter A. Meilke
 Patricia Lenore Micklow
 David C. Miller
 J. Kenneth L. Morse
 Douglas J. Moshier
 Walter E. Muggan
 Michael Murray
 Andrew S. Muth
 Hideo Nakamura
 Morton Noveck
 Bracken Charles O'Neill
 George Anthony Pagano
 David H. Paruch
 David M. Pellow
 John W. Pestle
 David R. Peterson
 Bruce N. Petterson
 Joel F. Pierce
 Mark F. Pomerantz
 Frank O. Ponce
 Fred L. Potter
 Paula H. Powers
 Brent D. Rector
 John C. Reitz
 Joseph A. Ritok, Jr.
 John C. Roebuck
 Michael H. Runyan
 Dennis G. Ruppel
 Frederick J. Salek
 James V. Schibley
 Gary D. Sesser
 Brian David Sheridan
 Lloyd M. Sigman
 Gary D. Sikkema
 Fredric L. Sinder
 Alfred E. Smith, Jr.
 Timothy S. Smith
 James D. Spaniolo
 Dennis Spivack
 Barton T. Sprunger
 David Y. Stanley
 James B. Stoetzer
 Herbert J. Sue
 Richard B. Urda, Jr.
 Matthew B. VanHook
 Marjorie M. Van Ochten
 Douglas J. Wallis
 Lamont M. Walton
 Barbara T. Walzer

James L. Wamsley, III
 Peter L. Wanger
 Barry F. White
 Michael J. Williams
 David Wolowitz
 Paula Marie Zera
 Zena D. Zumeta

1976

DONORS 128
 DOLLARS \$43,446
 PARTICIPATION 33%

LAYLIN K. JAMES CABINET
 Yvonne Susan Quinn

PARTNERS IN LEADERSHIP

William Kurt Black
 Bertie Nelson Butts, III
 Maryjo Rose Cohen
 Richard L. Frank
 Dennis Michael Haffey
 William Arthur
 Kindorf, III
 Nancy Meier Lipper
 William Patrick O'Neill
 Ann C. Petersen
 Richard Postma
 Nancy R. Schauer

ADVOCATES FOR EXCELLENCE

Robert Donald Aicher
 Kenneth Alan Alperin
 David M. Armitage
 Robin Neuman Caton
 L. Fallasha Erwin
 Valerie Anderson Gilfeather
 Corinne Amy Goldstein
 Dean Michael Harris
 Gregg Herbert Jones
 Joseph Julius Kochanek
 Jonathan D. Lowe
 Dennis K. Loy
 W. James MacNaughton
 John C. Rothhaar
 Jerome R. Watson
 Michael H. Woolever

\$1 - 499

Christine Louise Albright
 Mark Thomas Arnold
 Gary Eugene Baker
 Michael J. Bauer
 Howard Mark Bernstein
 J. Rion Bourgeois
 Charles Edward Box
 Mary V. Brennan
 William H. Brooks
 James Calvin Bruinsma
 Robert A. Bunda
 Denis Patrick Burke
 A. Nels Carlson
 Karen Heath Clark
 Charles M. Cobbe
 Barbara Novak Coen
 Mattie Peterson Compton
 Charlotte Crane
 Gary Davis
 David L. Dawson
 Lynne Ellen Deitch
 John M. Duczynski
 Gregory Paul Dunskey
 Mary U. Eberle
 H. Richard Elmquist
 Donald William Ferris
 Morgan Lewis Fitch, IV
 Robert L. Fox, Jr.
 Harvey Freedenberg
 Vance Hoyt Fried
 Carl Frederick Gerds, III
 Robert Mark Gesalman

John Louis Gierak
 Stephen E. Godsall-Myers
 James Thomas Graham
 Nancy Nissen Grekin
 Wayne Michael Grzecki
 Joyce Trimble Gwadz
 Bruce Harris Hallett
 Lawrence Neil Halperin
 William C. Hanson
 Anne Hembrey Hiemstra
 Samuel K. Hodgdon
 Douglas Wayne Huffman
 Gordon W. Johnston
 Thomas David Johnston
 Stephen I. Jurmu
 Richard Alan Kaminsky
 Joseph Samuel Kanfer
 Richard A. Koepke
 Stephen Paul Kresnye
 Barry S. Landau
 George Alexander
 Lehner, Jr.
 Christoph H. Leuenberger

Donald Beck Lewis
 Michael Balous Lewis
 Thomas Woodrow Linn
 Mark A. Luscombe
 Andrew Harold Marks
 Patrick Edward Mears
 Jonathan S. Morse
 Reuben A. Munday
 Pedro G. Nieto
 John R. Nussbaumer
 Michael S. Olin
 Michael Stephen Pabian
 Michael Louis Peroz
 Todd David Peterson
 Diana V. Pratt
 Arthur R. Przybylowicz
 Mark E. Putney
 Carol Vernice Rogoff
 David M. Rubin
 Thomas P. Sarb
 Franz Schaefer
 Renee Marsha Schoenberg
 Charles F. Schofield
 Steven E. Schon
 Warren M. Schur
 Elizabeth Leigh Snider
 Lyman Franklin Spitzer
 I. Mark Steckloff
 Robert B. Stevenson
 Kathryn Gilson Sussman
 Marcia J. Swinehart
 Gordon J. Tans
 Thomas Dow Terpstra
 Timothy Jay Tornga
 Dona Aleta Tracey
 Peter L. Trezise
 Howard C. Ulan
 Nicholas Clark Unkovic
 Randall Scott Wangen
 Michael Alan Weinberg
 Christine Weiner
 Joel C. Winston
 David Louis Wolfe
 Edward M. Wolkowitz
 R. Thomas Workman
 Andrew Michael Zack

1977

DONORS 95
 DOLLARS \$42,205
 PARTICIPATION 23%

PAUL G. KAUPER CABINET
 Bruce Featherstone

LAYLIN K. JAMES CABINET
 David Lawrence Westin

PARTNERS IN LEADERSHIP
 William Lewis Cathey, Jr.
 Michael A. Marrero
 Gary Albert Nickle
 Joel Scharfstein
 Karen J. Kirchen
 Eugene H.-C. Tchen

ADVOCATES FOR EXCELLENCE

Bruce Carlton Johnson
 Thomas Allen Knapp
 James M. Lawniczak
 Laurence Stephen Markowitz
 Merton St. Clair Marsh
 Michael G. McGee
 Donald F. Parman
 Robert Downes Rippe, Jr.
 Sally Cohen Swift
 Bruce Cyril Thelen
 George A. Vinyard
 Alexander Karl Weber
 Mark Daniel Willmarth

\$1 - 499

Steven Robert Anderson
 Dennis Joseph Baron
 Jeffrey O. Birkhold
 Mary Margaret Bolda
 Robert L. Boxer
 James Edwin Brunner
 David Cohen
 James Speers Cuning
 Dwight Erwin Dickerson
 Jeffrey William Doan
 Alexander Rimas Domanskis
 Donna J. Donati
 Stephen Alan Dove
 Mary Kay Ellingen
 James Michael Elsworth
 Susan G. Esserman
 Charles Stewart Ferrell
 Samuel Thomas Field
 Edward Michael Frankel
 Penny Friedman
 Stephen Michael Gatlin
 Nelson Hodgkins Graves
 Harry Griff
 Martha Mahan Haines
 Mary Ruth Harsha
 Sarah Andrews Herman
 Thomas Gerard Herman
 Bruce Allen Hiler
 James Stuart Hogg
 John Thomas Horiszny
 Robert H. Hume, Jr.
 Richard W. Ingalls, Jr.
 Robert Howard Jerry, II
 Michelle Denise Jordan
 Harold Lillard Kennedy, III
 David N. Knipel
 Patricia Delano Lazowska
 William Samuel Leavitt
 Bonnie G. Lederman
 Theodore John Low
 Curtis Joseph Mann
 Mark L. Mann
 Walter Vernon Marsh
 David Keith McDonnell
 David Bradley Miller
 Ross Miller
 F. Dennis Nelson
 Greg Alan Nelson
 James Mark Olson
 Stewart Oliver Olson
 Kathleen Rae Opperwall
 Paul Allen Ose
 William Mc Cann Paul
 Ross D. Petty
 Lee Price
 Richard Tunis Prins



Phyllis G. Rozof
Jerome Merrill Schwartz
David Richard Selmer
Barbara J. Cook
Richard Lee Sommers
James Robert Spaanstra
Florence Sprague
Bruce Eric Swenson
Lawrence David Swift
Daniel Kenneth Tarullo
Charles Frederick Timms, Jr.
James Allen Vose
Katherine Elizabeth Ward
Kendall Blake Williams
Charles Paul Wolff
Scott Alan Wolstein
Kenneth R. Wylie
George E. Yund

1978
DONORS 109
DOLLARS \$25,883
PARTICIPATION 29%

PARTNERS IN LEADERSHIP
John H. Beisner
Peter Vasili Darow
Stephen John Field
Roger Lee Gregory
Diane Klinke
Kerry Cornwall Lawrence
Brian E. Newhouse
Michael Arthur Peterson

ADVOCATES FOR EXCELLENCE
Debra Ann Armbruster
David V. Duperrault
James Frank McDaniel
Pamela A. Newhouse
Nancy Lynne Olah
Deborah Gelstein Page
Thomas Herbert Page
Larry Roger Shulman
Timothy Dale Sochocki
Alan M. Unger
James Joseph Widland

\$1 - 499
John Lawrence Achatz
Michael Alan Adelman
Kathleen Witherspoon
Albanese
Jeffrey Scott Ammon
Robin Keith Andrews
Thomas Alan Baird
June Hutton Barr
William Robert Bay
Norman Hazlett Beamer
D. Keith Birchler
Daniel Paul Boyd
Robert Fairbanks Bride
Barbara Bruno
Stuart Marvin Chemtob
James G. Cook
Mary Irene Coombs
Catherine Louise Copp
Kent Gordon Cprek
Charles S. Craig
Joseph Patrick Curran
Ellen Jean Dannin
Jacqueline A. Decker
Denice F. Davis
John Charles Dernbach
Curtis Jay DeRoo
David Carter Dickey
Stanley Earl Doty
Diane Frances Dusseau
Michael James Dwyer
Paul Taylor Dye

Dennis K. Egan
Michael Allen Eschelbach
Sherrill Toennes Filter
Scott Alan Fink
Dennis W. Flichman
Joseph S. Folz
Craig Glen Forhan
Jonathan Barry Forman
Philip Paul Frickey
Konrad James Friedemann
Donald Israel Gettinger
Stewart Mark Gisser
Gary Randall Glenn
Jorge Octavio Gonzales
Gary Lee Greenberg
John Emil Grenke
Patrick Charles Hall
Randall Ross Hall
John Arthur Haveman
Timothy Ward Hefferon
Gregory Spencer Hill
Kathleen Anne Hogg
Dennis Lee Holsapple
Robert George Hunter
Bruce Leroy Ingram
Diane Mayer Istvan
Jeffrey J. Jones
Robert L. Kamholz, Jr.
Calvin Lawrence Keith
Mark Alec Kellman
Nancy Keppelman
Synde Beth Keywell
Mark Elliott Klein
Anthony James
Kolenic, Jr.
Stanton David Krauss
Marilyn A. Lankfer
Darrell Allan Lindman
Noel David Massie
Richard Walker McHugh
Thomas A. Miller
John Gilbert Nuanes
Michael Gerard Oliva
Theodore Arnold Pianko
Maurice Portley
Donn Alexander Randall
Joel M. Ressler
Mark J. Richardson
Richard Carl Ruschman
Andrea Sachs
Robert Peter Schreiner
Carol Michele Schwab
Thomas John Smedinghoff
Daniel Dennis Swanson
Peter R. Weisz
S. Thomas Wiener
Danny R. Williams
Mary Katherine Wold
Thomas Vance Yates
Mark David Yura
Paul Zavala

1979
DONORS 122
DOLLARS \$35,136
PARTICIPATION 30%

LAYUN K. JAMES CABINET
John Kevin Hoyns

WILLIAM W. BISHOP, JR. CIRCLE
Patricia McCarty Curtner
Richard Gregory Morgan

PARTNERS IN LEADERSHIP
William James Davis, Jr.
David Lawrence Miller
Duane D. Morse
Julie Page Neerken

ADVOCATES FOR EXCELLENCE
Thomas Allan Connop
Beverly Kenyon Goulet
Blake Lee Harrop
Douglas H. Kanarek
Robert Brown Knauss
Marguerite Munson Lentz
Bradford Lee Livingston
Thomas Lee Meyer
Pamela Ann Mull
David Narefsky
Donald Richard
Parshall, Jr.
Mark C. Rosenblum
Michael Jeffrey Rufkahr
Arn H. Tellem
Nancy H. Wittebort

\$1 - 499
Maria B. Abrahamsen
A. Peter Adler
John Wilcox Amberg
Mary Kathryn Austin
Richard Stuart Baker
Norman Harry Beitner
Michael Joseph Brady
David N. Brenner
Frank Werner Buck
Beverly Hall Burns
Lori R. Burns
Robert William Cabanski
Thomas Edward Callow
Michael Campbell
Maureen Therese Casey
Richard Edward Cassard
Bruce Daniel Celebrezze
Mitchell Chyette
William Calvin Collins
Scott R. Craig
Peter Chase Cunningham
Richard F. Curry
Timothy L. Curtiss
Barbara J. R. Debrodt
Robert Joseph Diehl, Jr.
Bruce Michael Engler
Albert Franklin Ettinger
Steven Michael Fetter
Miriam Joyce Frank
Jane E. Garfinkel
Linda Goldberg
Bruce Goodman
Lawrence Alan Gross
Harold Evan Hamersmith
Geoffrey John Harley
Sheila Cowles Haughey
Edward Joseph Inman
Frieda Patricia Jacobs
Charles Albert Janssen
Jeffrey Thomas Johnson
Ruth Brammer Johnson
Carol Mock Kanarek
Howard Jay Kirschbaum
John Joseph Kish
William David Klein
William Randolph Landgraf
Charles Chandler Lane
Richard Blair Learman
John Vincent Lonsberg
Thomas Michael Malone
George Grinnell Martin
Michael Ray McEvoy
Stephen Richard Miller
Gary Everett Mitchell
Kim Sarahjane Mitchell
Jack Alan Molenkamp
Laurie Jane Nicholson
Kiichi Nishino
James H. Novis
Theodore R. Opperwall

Michael James O'Rourke, Jr.
Rick Alan Pacynski
David R. Pahl
Michael Bruce Peisner
Steven F. Pflaum
Walter A. Pickhardt
Charles Henry Polzin
John Mark Quitmeyer
Louis B. Reinwasser
Lawrence E. Rissman
Donald Howard Robertson
Clyde John Robinson
John Richard Robinson
Denise Rodriguez
N. Rosie Rosenberg
Frank John Ruswick, Jr.
Michael John Sauer
James K. Say
Christian Schmid
William Alan Schochet
Brad Jeffrey Shapiro
Geoffrey Lewis Silverman
James Harvey Simon
John Lloyd Snook, III
Martha Browning Sosman
Harvey Ray Spiegel
Mark Allen Sterling
Wesley Neal Steury
Richard Andrew Stevens
Jeffrey Alan Supowitz
Jeffrey Eric Susskind
David Lawrence Tripp
Thomas P. Van Dusen
John Sebastian Vento
Theodore John Vogel
Seth Jay Weinberger
Steven David Weyhing
Francis John Wirtz
Robert Alan Wynbrandt
Lee Bernard Zeuglin

1980
DONORS 128
DOLLARS \$29,643
PARTICIPATION 34%

PARTNERS IN LEADERSHIP
David Kantor
Tillman L. Lay
Carol Nancy Lieber
Brooke Schumm, III
James Lamont Stengel

ADVOCATES FOR EXCELLENCE
Beverly Jean Bartow
Jonathan Scott Brenner
John A. Cothorn
Thomas Christopher
Donnelly
Jeffrey Stuart Harris
Emily Sibulo Hayudini
Jesse Steven Ishikawa
Michael F. Keeley
Philip Ian Klein
Paul Sherrill Neff
William John Noble
Peter O'Neil Shinevar
Robert E. Spatt

\$1 - 499
Todd J. Anson
David Andrew Arnold
Diane Soskin Ash
Mary Louise Barhite
Marc David Bassewitz
Tracy Curwen Beggs
Steven Jon Beilke
George Ian Brandon
Marco C. E. J. Bronckers
Keefe Alan Brooks

James Alan Burns, Jr.
Charles E. Burpee
John W. Butler, Jr.
Ronald G. Carpenter
Keith L. Carson
John Christopher Cashen
Paul Jacque Cassingham
Jill Ann Merkowitz Coleman
Daniel Ryan Conway
James Anthony D'Agostini
Janet Ruth Davis
David William DeBruin
Teresa S. Decker
Sharon Wicks Dornfeld
Mark Joseph Eby
Gail Maureen Erstein
Mark D. Erzen
Russell A. Fink
David Foltyn
Bonnie Marilyn France
Martin Rene Frey
Signe Sandra Gates
Jerry Genberg
Steven Louis Gillman
James Allen Golden
Jonathan Ives Golomb
David Andrew Handzo
Lynn Allan Helland
Ronald Ian Heller
Georgeanne Henshaw
Charles F. Hertlein, Jr.
Anne L. Heyns
Thomas Arthur Hoffman
John Mathias Horan
Jeffrey Raymond Hughes
Seth Roth Jaffe
James Blasdel
Jensen, Jr.
Robert Michael Kalec
Arthur Joseph Kepes
Frederic Ross Klein
Alan Jon Knauf
Rosalind Jacova Krakauer
Edward Joseph Krauland
Richard Thomas LaJeunesse
Paula Rae Latovick
Richard Phillip Layman
Richard Clark Littlefield
David Bruce Love
James Kevin Markey
Edwin Dale Mason
Randall Eric Mehrberg
Douglas Mo
Richard Patrick Murphy
Ronald J. Nessim
Gordon Earle Nichols
Beatriz M. Olivera
Judy Simon O'Neill
Anne Frances Pankau
Darrell William Pierce
Karen L. Piper
John Franklin Pollick
Jean Jones Porter
Thomas William Porter
Walter Bradford Ranney
Daniel Renfarger
Jonathan Rivin
Dean Alan Rocheleau
Kevin Alexander Russell
Richard A. Samp
Mark E. Sanders
Ronald Bruce Schrotenboer
Stephen B. Selbst
Stanley K. Shapiro
J. Michael Shepherd
Kristin Ann Siegesmund
Kevin Thomas Smith
Stephanie Marie Smith
T. Murray Smith
Lisa Steinberg Snow

Iris K. Socolofsky
Ruth Shotwell Stevens
Steve Stojic
Stuart Henry Teger
Amy R. Templeton
Bruce A. Templeton
Joseph E. Tilson
Edward Patrick
Timmins
Susan Tukul
Bobby C. Underwood
W. Stevens
Vanderploeg
James Frederick
Wallack
Michael Alan
Weinbaum
Steven A. Weiss
Keith Chidester
Wetmore
Harry Everett
Wigner, Jr.
Nancy Williams
Jane L. Wilton
Robert R. Wisner
Barry Gene Ziker
Richard Alan Unger
Zussman

1981
DONORS 134
DOLLARS \$30,937
PARTICIPATION 34%

WILLIAM W. BISHOP, JR. CIRCLE
Alexander F.
MacKinnon

PARTNERS IN LEADERSHIP
Natalia Delgado
Nathan E. Jones
Diana M. Lopo
Gary C. Robb
Tsunemasa Terai

ADVOCATES FOR EXCELLENCE
Maureen C. Abbott
David Douglas Gregg
David Hugh Gngereit
Robin L. Harrison
Richard S. Hoffman
Patricia A. Kenney
Deborah M. Levy
Mark R. Lezotte
Susan K. Pavlica
Karen K. Shinevar

\$1 - 499
Steven G. Adams
Kevin D. Anderson
Bruce G. Arnold
James R. Barton
David G. Beauchamp
Andrea J. Beggs
Anker M. Bell
Joel I. Bennett
Richard L. Bouma
Steven D. Brown
Paul B. Burke
Benjamin Calkins
Julia Annie Caroff
Meg Hackett Carrier
Daniel J. Cline
Thomas C. Clinton
Robert R. Cowell
John D. Croll
Mary Ruth Cullen
Kenneth G.
Dau-Schmidt
William J. DeBauche
Charles M. Denton



Steven S. Diamond
 Bonnie L. Dixon
 John M. Dorsey, III
 Mitchell J. Dunitz
 Alexander M. Dye
 William H. Fallon
 Marsena Farris Sorensen
 Russell M. Finestien
 John W. Finger
 Karl R. Fink
 Kathryn Hamilton Fink
 Bruce A. Fox
 Robert W. Fulton
 Stuart L. Gasner
 Atsushi Gondo
 Deborah E. Greenspan
 Andrew E. Grigsby
 Bruce W. Haffey
 R. Lee Hagelshaw
 Mary F. Harkenrider
 Charles E. Harris, III
 John M. Heaphy, III
 Howard N. Henick
 James S. Hilboldt, Jr.
 Wayne D. Hillyard
 Scott William Howe
 Jeffrey A. Hyman
 Richard S. Kolodny
 David Kroop
 Kenneth A. Kroot
 Michael J. Kump
 James D. Kurek
 David J. Langum
 Carmen J. Lawrence
 Steve Lawrence
 Thomas A. Lawrence
 Hal A. Levinson
 John M. Liming
 Stuart D. Logan
 John Newkirk Low
 Richard W. Maki
 Russell E. Makowsky
 Stewart L. Mandell
 Mary Lynn Mason
 John V. McDermott
 Kenneth C.
 Mennoeier, Jr.
 Christopher H. Meyer
 Arthur S. Meyers, Jr.
 James A. Morgulec
 Jeffrey M. Olson
 Dustin P. Ordway
 Ann P. Osterdale
 Anthony F. Pantoni
 Vito Charles Peraino
 Elizabeth Warner Perkins
 Robert F. Phelps, Jr.
 K. N. Chandrasekhara Pillai
 Marissa W. Pollick
 Steven R. Porter
 Robert E. Quicksilver
 Yves Quintin
 David P. Radelet
 Raimund T. Raith
 Linda A. Rothnagel
 Ronald E. Ruma
 Steven J. Schooler
 William F. Seabaugh
 Glenn A. Shannon
 Sandra M. Shipper
 Debra M. Stasson
 Stefan D. Stein
 Scott C. Strattard
 Leslie Chambers Strohm
 Kent D. Syverud
 Morris A. Tanner, Jr.
 Warren R. Taylor
 Marie A. S. Thomas
 James L. Tilson
 Jo Deziel Timmins

Dean R. Tousley
 Anne VanderMale Tuuk
 Janet S. VanAlsten
 Kenneth W. Vest
 Gregg F. Vignos
 Anita L. Wallgren
 Jonathan T. Walton, Jr.
 Linda Somers Walton
 Christopher M. Wells
 Cynthia F. Wisner
 Susan Amy Wolf
 Deborah K. Wood
 Richard L. Wood
 Steven N. Zaris
 Elizabeth A. Zatina
 Taurus N. Ziedas
 Matthew D. Zimmerman

1982

DONORS 107
 DOLLARS \$22,395
 PARTICIPATION 26%

WILLIAM W. BISHOP, JR. CIRCLE
 Stephen J. MacIsaac

PARTNERS IN LEADERSHIP
 Anita Porte Robb

ADVOCATES FOR EXCELLENCE
 James E. Brandt
 Kathryn M. Brandt
 Arthur N. Gorman
 David S. Inglis
 Richardo I. Kilpatrick
 Catherine James LaCroix
 Kevin M. LaCroix
 John M. Lummis, III
 Samuel A. Terilli, Jr.

\$1 - 499

Max H. Albers
 Thomas Albin
 Elizabeth Ann Allaben
 Betsy Berryman Baker
 Nancy H. Welber Barr
 Richard Andrew Barr
 Sara E. Bartlett-Fink
 Michael E. Beckman
 Jeffrey A. Berger
 Timothy R. Beyer
 Jamie B. Bischoff
 James Edward Bittell
 Mark S. Bowman
 Quentin R. Boyken
 Michael S. Bukiet
 David W. Burhenn
 Patricia A. Carnese
 Lee Alfred Casey
 Michael P. Coakley
 Ross L. Crown, Jr.
 Jeffrey A. DeVree
 Sherri Goodman Dusic
 Thomas A. Eff
 Gershon Ekman
 William D. Ellis
 Douglas S. Ellmann
 John E. Fagan
 Michael H. Feldman
 Susan B. Fine
 Mary Mc Farland Fisher
 Bryant M. Frank
 Kurt F. Gehlbach
 Rachel E. Deming
 Alan E. Gitles
 John E. Glowney
 Volker Gross
 Shane B. Hansen
 Douglas E. Hart
 Mark E. Haynes
 Stefan B. Herpel

Craig W. Horn
 Paul J. Houk
 Deborah Singer Howard
 David P. Irmischer
 Robert M. Isackson
 Fusao Kaneda
 Andrew M. Katzenstein
 Matthew J. Kiefer
 Paul J. Koivunemi
 Robert D. Kraus
 Nancy Fredman Kent
 Richard W. Krzyminski
 Patrick J. Lamb
 Kyle E. Lanham
 Mary Jo Larson
 Michael L. Lencione
 Susan J. Levine
 Jonathan A. Levy
 Thomas A. Lewry
 Gene A. Ludwig
 Karol V. Mason
 Brian J. McCann
 Michael P. McGee
 David E. McLay
 Rolando V. Medalla
 Suzanne M. Mitchell
 Richard C. Morrissey
 David Scott Nance
 Catherine A. Novelli
 Larry H. Pachter
 James G. Pachulski
 Deryck A. Palmer
 John Sanford Palmer, Jr.
 Sarah H. Ramsey
 Kevin C. Randall
 Debra Riggs Bonamici
 Laurie Laidlaw Roulston
 David M. Schreiber
 John Anthony Shea
 Sue Thomas Sikkema
 Bernard A. Smith
 James R. Sobieraj
 Michael S. Sperling
 Steven M. Stankewicz
 Dale E. Stephenson
 Daniel J. Stephenson
 Raymond J. Sterling
 Jeffrey A. Summers
 Peter Swiecicki
 James E. Van Valkenburg
 George H. Vincent
 Robb L. Voyles
 Richard I. Werder, Jr.
 Sara E. Werder
 Paul M. Wyzgoski
 Gifford Ross Zimmerman

1983

DONORS 106
 DOLLARS \$15,024
 PARTICIPATION 28%

ADVOCATES FOR EXCELLENCE
 David A. Handelsman
 Ronald A. Klein
 Anne T. Larin
 William R. Welke

CASE CLUB

David A. Allen
 Bradley W. Brockmann
 Mary T. Durand
 Karen R. Fagerstrom
 Thomas A. Geelhoed
 Charles E. Jarrett
 Laura Wright Jarrett
 Paul B. Landen
 Peter E. Manis
 Michael L. Miller
 Camille A. Olson

Mathias W. Reimann
 Patrick K. Rode
 John F. Schippers
 Judy Ann Toyer
 Peter D. Ward
 John S. Yun

\$1 - 249

Kit Adelman Pierson
 David Booth Alden
 Leslie J. Anderson
 Thomas Jay Barrymore
 James M. Belin
 Katharine Bowman Bills
 Clifford H. Bloom
 William J. Brennan
 David L. Burgert
 Timothy R. Butler
 John V. Byl
 Ellen Stephenson Carmody
 Deborah Mates Chaskes
 Marc A. Chatman
 Kenneth L. Crawford
 William D. Dahling, Jr.
 Paul Thomas Denis
 Donna M. Duquette
 Claudia Roberts Ellmann
 Katherine A. Erwin
 Mark E. Ferguson
 Helen Currie Foster
 William C. Foureman
 Patricia D. Gardner
 Matthew J. Gehringer
 Gregory S. Gilchrist
 William J. Gillett
 Michelle Hacker Gluck
 William B. Goodspeed
 Christopher J. Graham
 Kathleen M. Hanenburg
 Michael A. Heck
 Mark E. Herrmann
 Christina D. Hill
 Janet S. Hoffman
 Van E. Holkeboer
 Peter A. Jackson
 Francis T. Judge, III
 Mark L. Kaltenrieder
 Jeffrey C. Kauffman
 Frederic L. Kenney
 Mark L. Kowalsky
 John A. Lawson
 Denise Jackson Lewis
 Kyle B. Lukins
 Deborah A. Marlowe
 Thomas J. McDonald
 M. Gail Middleton
 Erica A. Munzel
 John R. Mussman
 Stephen M. Nolan
 Thomas W. O'Connell
 Carl Oosterhouse
 Lynn D. Partin
 Justin H. Perl
 Gina K. Perry
 William K. Perry
 John C. Person
 R. Claybourne Pretrey, Jr.
 Nathan P. Petterson
 Dwight G. Rabuse
 Patricia L. Refo
 Laura J. Remington
 M. Jayne Rizzo
 Barbara A. Rothstein
 David A. Rubenstein
 Barry S. Rudofsky
 Scott J. Schoen
 Jean Conlon Shattuck
 David G. Sisler
 Sandra L. Sorini
 Jeffrey M. Stautz

H. Mark Stichel
 Jeffrey W. Stone
 Karen S. Strandholm
 Howard S. Suskin
 Victor N. Ten Brink
 Brad M. Tomtishen
 Al Van Kampen
 Linda M. Wakeen Walker
 J. Craig Walker
 Marc Wertheimer
 J. Greg Whitehair
 Timothy L. Williamson
 Stephen E. Woodbury

1984

DONORS 102
 DOLLARS \$15,135
 PARTICIPATION 26%

PARTNERS IN LEADERSHIP
 Clay E. Ottoni
 Stephen G. Tomlinson

ADVOCATES FOR EXCELLENCE
 Cheryl Ann Bush
 Margaret Waite Clayton
 Thomas James Frederick
 Anthony R. Rosso
 Mary E. Snapp
 John F. Zabriske

CASE CLUB

Ann Mottinger Cooper
 James Alan Davidson
 Stephen G. Mills
 Steven C. Poling
 Peter M. Radin, Jr.
 Daniel M. Sandberg
 David D. Shoup
 Clare Tully

\$1 - 249

Marjorie Sybul Adams
 Michael Thomas Ambrosio
 Nancy Diane Arnison
 Janine Marie Avner
 Kenneth W. Baisch
 Allan Mark Bittker
 Douglas Stewart Bland
 Andrea Joy Bresler
 Daniel R. Bronson
 Sandra Anita Bulger
 Karen Camille Bunting
 Laura Ann Chamberlain
 Thomas James Clemens
 Joseph Steven Cohn
 Sue O. Conway
 Craig Allan Corman
 Richard J. Dobbyn
 Elizabeth Anne Downey
 Däyle M. Eby
 Jill Martin Eichner
 Philip Jay Eisenberg
 Michael John Erickson
 Peter Ben Friedman
 Gregory S. Gallopoulos
 David Louis Geller
 Kyle Anne Gray
 K. Urs Grutter
 Helen Ruth Haynes
 Robert Fabian Hedges
 Bradley D. Heinz
 Stuart Hershman
 Michael H. Hoffheimer
 Frederick James Hood
 Kirk A. Hoopingartner
 William F. Howard
 Barry Francis Hudgin
 James P. Jacobson
 Kim P. Jones

David A. Kotzian
 Michael F. Kulka
 Theodore J. Lee
 Mary Ann Lesniak
 James M. Loots
 Thomas R. Lucchesi
 David L. Marshall
 D. Richard McDonald
 Susan M. McGee
 Mitchell R. Meisner
 Mark D. Pollack
 John V. Polomsky, II
 Richard L. Pomeroy
 Robert J. Portman
 Liana Gioia Ramfjord
 Per A. Ramfjord
 Jacob C. Reinbolt
 Marc S. Rockower
 Deborah Somerville Rodewig
 Gary A. Rosen
 Tab K. Rosenfeld
 Teresa Sanelli
 Daniel T. Schibley
 Stephen M. Schiller
 David J. Schlanger
 Glen A. Schmiede
 Megan E. Scott-Kakures
 Michael J. Seats
 Anthony J. Shaheen
 Michael R. Shpiece
 Lawrence A. Silvestri
 Rochelle Price Slater
 Elaine K. Soble
 Walter E. Spiegel
 Russell O. Stewart
 Robert C. Stoddart
 Kathryn E. Szmuszkovicz
 Lynn Campbell Tyler
 Nathan Upfal
 Paul G. Urla
 James P. Weygandt
 Cindy M. Wilder
 Kurtis T. Wilder
 Juli Wilson Marshall
 John P. Witri
 Mary Beth M. Wong
 Bruce A. Zivian
 Jonathan Zorach

1985

DONORS 100
 DOLLARS \$11,690
 PARTICIPATION 25%

PARTNERS IN LEADERSHIP
 Marjorie E. Powell

ADVOCATES FOR EXCELLENCE
 Stuart M. Finkelstein
 Darrell J. Graham

CASE CLUB

Arnold E. Brier
 Kimberly M. Cahill
 Glenn D. Holcombe
 F. Curt Kirschner, Jr.
 Ronald A. Lang
 Robert F. Schiff
 David W. Schrupf

\$1 - 249
 Rachel Adelman Pierson
 Mark Hirsch Adelson
 Steven John Aeschbacher
 Terrell Anne Allen
 Emil Arca
 Robert H. Bach
 Scott Edward Barat
 Susan T. Bart
 Donald Frank Baty, Jr.

Christian F. Binnig
 Randall S. Blumenstein
 John P. Buckley
 Gregory C. Burton
 Carl A. Butler
 Diane M. Deutch Cali
 Leonard J. Cali
 Paul Andrew Carron
 James W. Clark
 Andrew M. Coden
 Jeffrey R. Coleman
 Janet S. Crossen
 Don Gordon Davis
 Robert R. Day
 Andrew R. Feldstein
 Erika A. Forcione
 Jonathan B. Frank
 Gregory H. Gach
 Jeremy S. Garber
 Kenneth W. Gaul
 Alison Lauren Gavin
 Thomas J. Gibney
 Louise E. Goldenhersh
 Caroline Seibert Goray
 Arnold S. Graber
 Mark M. Harris
 David A. Heiner
 John D. Hertzberg
 David L. Huntoon
 Masami Ichikawa
 Marcia A. Israeloff
 Robert J. Jonker
 Lawrence I. Kiern
 Jeffrey D. Kovar
 Daniel A. Ladow
 Stephen F. Lappert
 Robert C. Lee
 Barbara J. Martin
 Sylvie Maze-Deparis
 Mark J. Mihanovic
 Ruth M. Milkman
 Andrew A. Nickelhoff
 Mark A. Oates
 Soo-Geun Oh
 Ronald S. Okada
 Jennifer K. Park
 David G. Pine
 William F. Piper
 Paul E. Pirog
 Laura Kelsey Rhodes
 Raymond Rundelli
 Perrin Rynders
 Ronald M. Schirtzer
 Douglas F. Schleicher
 David A. Schuette
 Denise Seutter Arca
 Jerry Sevy
 Carolyn K. Seymour
 Robert J. Silverman
 David S. Stone
 Duncan A. Stuart
 Timothy J. Stubbs
 Benjamin R. Stutz
 Dennis G. Terez
 Susan M. Tietjen
 Richard S. Tom
 Lyndon M. Tretter
 John R. Turner
 George J. Tzanetopoulos
 Frank B. Vanker
 Ernest E. Vargo
 Bruce H. Vielmetti
 Neal C. Villhauer
 Thomas F. Walsh
 Mark E. Weinhardt
 Michael J. Weller
 Steven M. Wellner
 Steve M. Wolock
 Michael A. Woronoff
 Constance A. Wysota
 Ronald M. Yolles

1986

DONORS 105
 DOLLARS \$12,440
 PARTICIPATION 26%

ADVOCATES FOR EXCELLENCE
 John Gregory Hale

CASE CLUB

Stephan F. Barthelmess
 Dana Dorothy Deane
 Charles Booth Fromm
 Andrew M. Gaudin
 Ramona C. Lackore
 Ralph Robin McKee
 William Todd Miller
 Mark Astley Moran
 Robert Richard Shuman
 David B. Sickle
 James E. Thompson

\$1 - 249

Evelyn C. Arkebauer
 Gary Michael Arkin
 Karen Louise Baril
 John Phillip Barker, Jr.
 Constance Linn Bauer
 Kurt Merrill Becker
 Sharon Lynn Beckman
 Ronald Steven Betman
 Eric David Brandfonbrener
 Arthur Daniel Brannan
 Jeffery Michael Brinza
 Steven Gary Brody
 Lee Warner Brooks
 Michael Neal Burlant
 Anne E. Campau
 Mark Howard Canady
 Patrick Charles Cauley
 Christopher James
 Caywood

Timothy Joseph Chorvat
 Maureen Margaret Crough
 David Tapman Daly
 Mary Rose De Young
 Bradd Steven Easton
 Michael Thomas Edsall
 Frank Falzetta
 Thomas Patrick Fredell
 Kerry Anne Galvin
 Audrey Lynn Gaynor
 Clifford Alan Godiner
 Martha Juulich Gordon
 Robert Blender Gordon
 Cecelia Ann Grace
 Michael Kirk Grace
 Abner S. Greene
 David Mark Greenwald
 Matthew Ian Hafter
 Gloria A. Hage
 Eric Christopher Hard
 Andrea Lodahl Henneman
 John Bell Henneman, III
 John Joseph Hern, Jr.
 Donald J. Hutchinson
 Roberts Eriks Inveiss
 Donald Martin Itzkoff
 Lee Carol Cook
 Michael David Kaminski
 Peter Krupp
 Walid Labadi
 Warren Charles Laski
 Karen Kauper Legault
 Holly Hickman Levinson
 Gregg Foster Lombardi
 Karen K. Manders
 Lisa S. Mankofsky
 Linda Susan Friedman
 Marshall
 David Marion Matuszewski
 Melody Lynn McCoy
 Craig Lloyd McKee

Robin Lynn Moncrieff
 Thomas R. Morris
 Thomas Michael Mueller
 James Jay Narens
 Paul Carroll Nightingale
 Megan Pinney Norris
 Mark Samuel Nussbaum
 Elise Anne Olgin
 Alan Max Olson
 Mark Kenneth Osbeck
 Lynda Jaye Oswald
 Lisa Marie Parlato
 Nathaniel Louis Pernick
 Rebecca Lynn Raftery
 Kevin Victor Recchia
 Andrew William Reich
 Steven A. Roach
 Nancy G. Rubin
 Bernadette Celia Sargeant
 Edward Harold Shakin
 Keith Alan Shandalow
 Arthur H. Siegal
 Lori Ann Silsbury
 John Francis Simonis
 John Bryant Thomas
 Bradley Merrill Thompson
 Gregory Gemuenden
 Timmer
 Laura Romeo Tucker
 Richard A. Walawender
 R. Jeffrey Ward
 Karl Thomas Williams
 Milton Lawrence Williams
 Bruce Allen Wobeck
 Stephen James Young
 David John Zott

1987

DONORS 86
 DOLLARS \$10,185
 PARTICIPATION 22%

ADVOCATES FOR EXCELLENCE

James Howard Gale
 Mary Elaine Johnston
 Judi A. Lamble
 David Roman Saliwanchik

CASE CLUB

Marcus Ronald Colwell
 Douglas Ronald Ghidina
 Frances Witty Hamermesh
 Michael Jeffrey Kron
 Robert Richard Morse, Jr.
 James David Villa

\$1 - 249

Charles Edward Armstrong
 Julie Arvo MacKenzie
 David L. Balser
 Kevin L. Beatty
 David C. Berry
 Jeffrey W. Beswick
 Andrew Stuart Boyce
 David Alexander Bruscinio
 Georgia Bullitt
 William Lawrence Burakoff
 John P. Byrne
 Suzanne Paige Cohen
 Joseph G. Cosby
 Patrick F. Courtemanche
 Kendall Welch Daines
 Scott Kleiman Daines
 Kathryn Ann Donohue
 Douglas Richard Fauth
 David Paul Ford
 Todd Gary Frank
 Justin Arthur Gerak
 Jeremy Allen Gibson
 Mary Rogers Gordon
 Troy Wayne Gordon

Domenica N. S. Hartman
 Lori Francine Hirsch
 Max Michael Hirschberger
 Eric Richard Hubbard
 Russell Norman Johnson
 Russell Scott Jokinen
 Winston Kessler Jones
 Kevin P. Kalinich
 John Marshall Ketcham
 Thomas Jay Knox
 David Franklin Kolin
 Alan Martin Koschik
 Dominique Hughes Lechien
 Lance Michael Lis
 David Andrew Lullo
 Creighton Reid Magid
 Teri Threadgill McMahon
 William Charles Meyers
 Douglas Alan Mielock
 Nelson Pierce Miller
 Michael Robert Mills
 Tami Mitchell Seavoy
 John Mucha, III
 Nancy Lynn Nagel
 Callie Georgeann Pappas
 Carol J. Portman
 Christopher Paul Portman
 Andrea Lynn Powell
 James Matthew Recker
 Brian Darryl Rich
 Catherine K. Riesterer
 Tomaz Rizner
 Joseph Adam Rothstein
 Beth Susan Rubin
 Mary Ann Sarosi
 Rodd Mitchell Schreiber
 Jordan Scott Schreier
 Laurence Jason Shapiro
 Harry R. Silver
 Edward Jonathan Strong
 Graham E. Taylor
 Troy Robert Taylor
 Paul Vincent Timmins
 Reginald Maurice
 Turner, Jr.
 Tina S. VanDam
 Bradley Carroll Weber
 Lee A. Wendel
 Karin M. Wentz
 Robert Warren Woodruff
 Sui-Yu Wu
 David Lawrence Wunder
 John Anthony Ybarra

1988

DONORS 101
 DOLLARS \$8,989
 PARTICIPATION 25%

ADVOCATES FOR EXCELLENCE
 Rick Silverman

CASE CLUB

Karen Lynn Barr
 Steven Gill Bradbury
 Gary Alan MacDonald
 Richard Morris Rosenthal
 Lois Eileen Wagman

HUNDRED CLUB

Ronald Lewis Albert
 Mark Allen Barnett
 Elizabeth Marie Barry
 Fernando A. Borrego
 David Harold Bromfield
 Karen Calhoun Turner
 Lynda Kay Chandler
 Gabriel Jackson Chin
 Bruce A. Courtade
 Christian Ludwig Duvernoy
 Robert Charles Eustice

Scott William Fowkes
 John A. Francis
 Jeffrey Eric Friedman
 Robert Michael Gerstein
 Gregg Andrew Gilman
 Stephen Marc Gordon
 Douglas Alan Graham
 James Bary Gunther
 Jeffrey Allan Hall
 Seth Edgar Jacobson
 Satoshi Kawazoe
 Thomas Howard Keyse
 Jill Amy Landesman
 Bradley Glenn Lane
 Frederick Stuart Levin
 Elisa Christine Massimino
 Andrew James McGuinness
 Gregory John Murphy
 Timothy E. Sheil
 Mark David Shonkwiler
 Scott Alan Sinder
 Jonathan Eric Smaby
 Nicholas James Stasevich
 Nancie A. Thomas
 Brian Joseph Walsh
 Michael John Way
 Susan Kalb Weinberg

\$1 - 99

Gary Walter Ballesteros
 Robert Edward Becherer
 George Henry Boerger
 Laurie Kay Breitenstein
 Michael Lee Brooks
 Michelle Bryan Oroschakoff
 Douglas William Campbell
 Kimberly Dean Coran
 Thomas Aaron Cotter
 Maureen Anne Darmanin
 Jennifer De Lessio
 Stephanie Hill Denby
 Thomas Clarence
 Froehle, Jr.
 Andrew George Haring
 Gail Harris
 Judson Cary Hite
 William Fitzgerald Holland
 Linda Migyung Kim
 Nicholas Peter Knoll
 Scott Michael Kosnoff
 Michael Sean Laane
 Robert D. Labes
 Kelly G. Lambert
 Margaret Ann Lynch
 Marjorie L. Mallin
 Jonathan H. Margolies
 Melissa Helen Maxman
 Mark Robert Mazanec
 Donald Pierce Moore
 Jeffrey Gilbert Moran
 Anthony Graham
 Morrow
 Edward Allen Morse
 Sharon Louise Moylan
 Kevin Murphy
 Jeffrey David Nickel
 Pauline Chinenye
 Onyemaechi
 Lisa Maria Panepucci
 Robert Paul Perry
 Robert Charles Petruilis
 Terry Francis Quill
 Stacey Bender Rago
 Mitchell John Rapp
 Lucius Everett Reese
 Robert Erich Richards
 Loretta Lynn Salzano
 Frank Clyde Shaw
 Jay Alan Soled
 David Strandberg, III
 Sheila Ann Sundvall

Brent Carlton Taggart
 James Williams
 Teevans
 James L. Thompson
 Terence Joseph
 Venezia
 Ena Lynette Weathers
 Michael Alan Weil
 Roger Wilen
 Jeffrey Howard Winick

1989

DONORS 82
 DOLLARS \$8,446
 PARTICIPATION 20%

PARTNERS IN LEADERSHIP
 Jonathan Theodore
 Foot

ADVOCATES FOR EXCELLENCE
 Bruce G. Tuchman

CASE CLUB

Joseph S. Berman
 Robert Phillip Hanson
 Katarina Mathernova
 Ruth Elaine
 Zimmerman

HUNDRED CLUB

Earl J. Barnes, II
 Michael Andrew
 Bazany, Jr.
 Matthew E. Berke
 Jasper A. Bovenberg
 Thomas Albert
 Brusstar
 Jolene Danielle Carr
 Margaret Ann Cernak
 Steven Jeffrey Cernak
 Catherine J. Courtney
 Moira Dages
 Marcella David
 Steven Robert Englund
 Anna Marie Geysso
 David Lukas Jenny
 Jamie Kent Hamelburg
 John Otto Knappmann
 Donald Joseph Kula
 Jonathan Michael Levy
 Elizabeth Ellen Lewis
 Jonathan L. Marks
 Dianne Lynn Miller
 Kathryn A. Mrkonich
 Laure Ann Mullaney
 Mark J. Ringes
 John Michael Rumpf
 Burkhard Schuette
 Ellen Leigh Seats
 Samuel William Silver
 Dan Suzuki
 Susan Jane Thomas
 Kay Ellen Wilde
 Ning Zhu
 David Mercer Zuckerman

\$1 - 99

David B. Bachman
 Andrew Raymond Basile
 Catherine Renee Beck
 Mark Elliott Boulding
 Lawrence Victor
 Brocchini
 Nellie P. Camerik
 M. Lindsay Childress
 Janet Rose Chrzanoski
 Sandra Miller Cotter
 Julie McBride Cowan
 Robert L. Denby
 Douglas Grier
 Joe M. Hawbaker



Jana L. Henkel
Robin Henry
Stephen J. Knopp
W. David Koeninger
Brandon David Lawniczak
Jeremy Makarechian
Janet Ann Marvel
Richard Ross McGill, Jr.
Sheryl Singer Nathanson
Timothy Patrick O'Connor
Lisa McCormick Olsen
Jeffrey Alan Ott
Caroline Elisabeth Petro
Eric Adair Pierce
Lawrence William Pisto
Matthew Piwowar
Patrick John Potter
Andreas Peter Reindl
Timothy Smith Reiniger
Bruin Scott
Richardson, III
Jessica Marshall Rizzolo
Daniella Saltz
Susan Ashley Seal
Kenneth Joseph Seavoy
Anthony Simon
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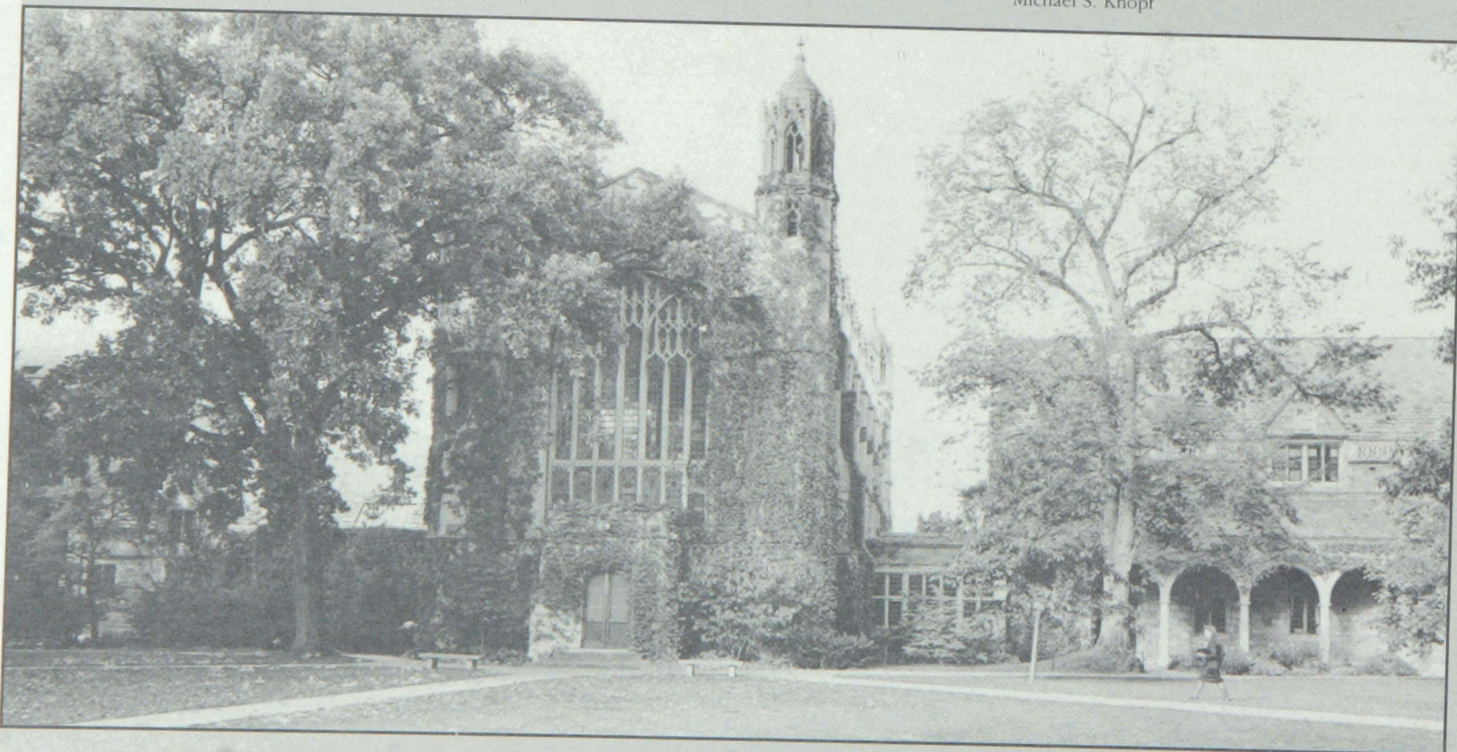
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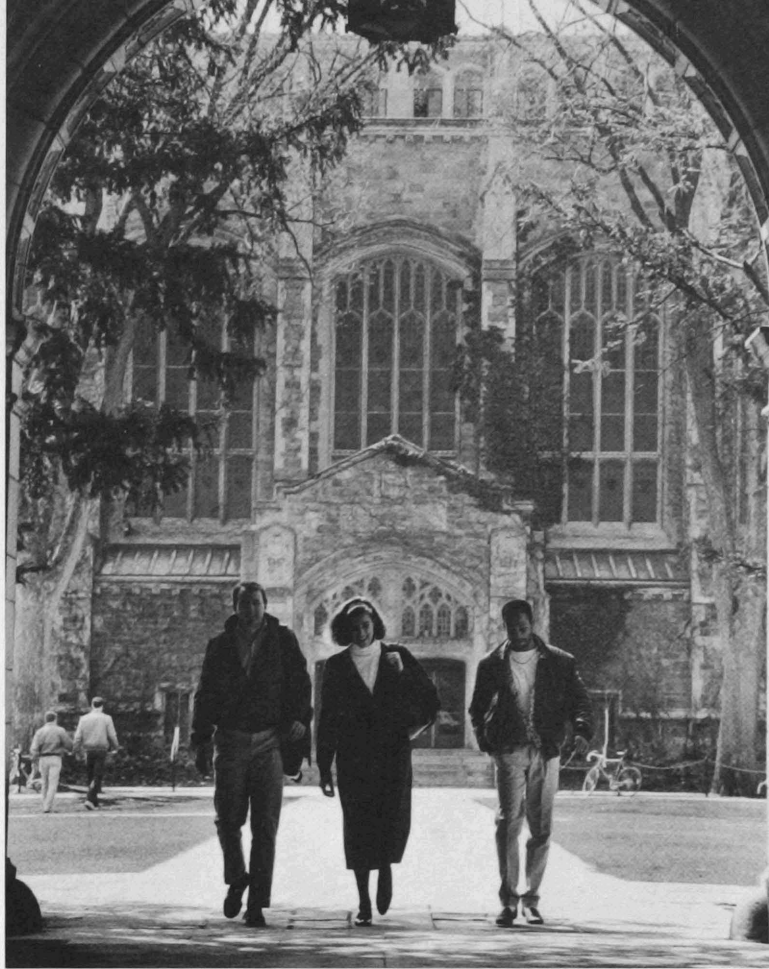
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Taking Students Seriously: A Guide for New Law Teachers

By Kent D. Syverud

*This article was first published in the June 1993
issue of the Journal of Legal Education.*

All advice from colleagues, Professor Harlan Dalton once remarked, can be reduced to four words: "Do as I do." Or even three words: "Be like me." That is true of my advice in this essay on managing law students. I'm going to tell you to do as I do, with two caveats. You have to be yourself as a teacher, so if what I describe just does not fit your personality at all, do what does. And second, I'm going to tell you about what I aim for in teaching but rarely achieve. So in 23 words, this essay can be summarized as, "If it makes sense to you, do what I try to do, and what I sometimes actually accomplish on a very good day."

To start, let me advance three propositions about teaching law students.

1. Your students will know whether you like and respect them, and if they know that you do not, you will fail as a teacher.

Many law professors, when they have had a few beers or a long day, will candidly admit that they don't like most of their students: "Oh, a few students are wonderful, bright,

interesting and fun to talk to. But most are a pain. They are not bright enough, or they are interested only in a job, and then only in a job that I could not imagine doing myself. First-year students work too hard and buzz about me like flies, and second- and third-years don't work enough." Finally, a few professors will say, "I live for my research, and for the one or two students a year who are wonderful."

If that is your attitude now, as a beginning law teacher, you are in trouble, and my first proposition tells you why. Very few of us are good enough actors to hide what we feel about our students during 45 hours of give-and-take over a four month period. If you don't like or respect them, they will figure it out. Once they do, many of them will stop listening to you. Oh, they'll learn what is necessary to survive the exam, but they will lose all sincere interest beyond the exam in the ideas you are trying to convey to them. They will surely stop caring about becoming the sort of lawyer or scholar or thoughtful human being that you and your institution should be trying to produce. Thus you will fail as a teacher. (Incidentally, they will also kill you in your teaching evaluations).

2. If your students know that you like and respect them, they will forgive a great deal in the classroom.

This second proposition should be the great consolation for a new teacher. If you convey in class, every day, your sincere liking for most of your students — if somehow you can make your attitude shine out as: "I love being here with you; I can't believe I am getting paid well to do this" — the students will notice that attitude and reflect it back toward you. Many of them will therefore be receptive to what you are trying to teach and forgiving of slips you make along the way.

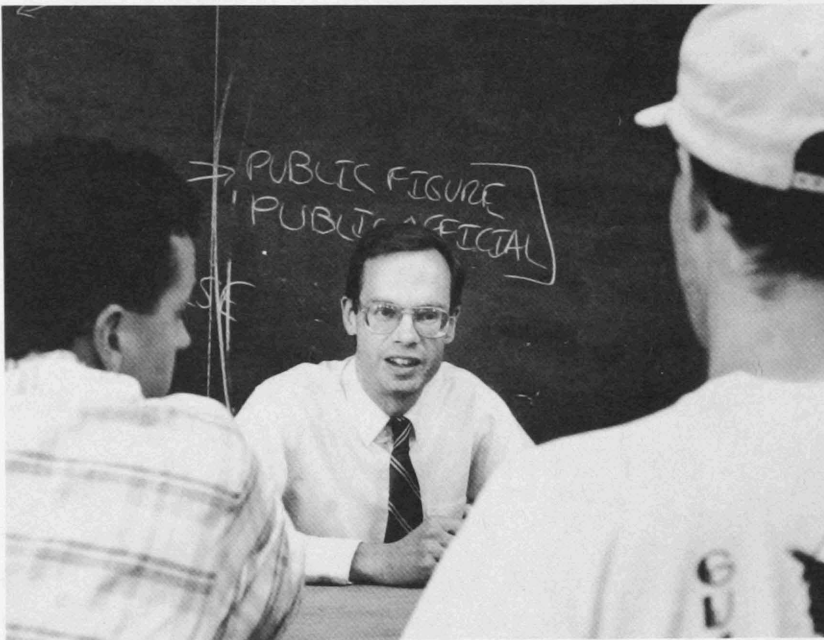
3. If your students know that you like and respect them, they will come to you for as much advice and support as you have the time and energy to provide.

This third proposition captures the costs of conveying an attitude of respect toward your students in class. Students respond to the law professor who obviously likes them by seeking that professor out for an ever-expanding array of services: career counseling, letters of recommendation, examination advice, and personal problems counseling on everything imaginable. You can easily end up spending all your time providing out-of-class services to your students. That is a recipe for disaster in your research and writing and ultimately your tenure.

So what do you do? In the rest of this essay, I address how to be the humane professor that students seek out, while at the same time preserving a decent fraction of time and sanity for your scholarship and for your family. I start with what to do in the classroom, because the impression you convey in class will largely govern the relations you have with your students outside of it.

Controlling Class Atmosphere

I urge new professors to get their classes under control. "Control," of course, implies power, and that you will be the powerful figure orchestrating everything that happens in class. I don't advocate that. Spontaneity in class is vitally important. But with due respect, law students, like young children, want to know the limits. They want to know from you in advance how you expect class will work. In short, they want to have the sense that someone is driving this bus and that it will get to its destination. There are a few things — perhaps obvious — that I think any decent teacher does to communicate to students that things are under control.



First, learn the names and faces of all your students. A classroom in which students feel they are anonymous is a classroom where students feel they can fade in and out without anyone knowing or caring. A decent teacher knows all her students and constantly lets them know that by calling upon them by name inside and outside class. If you don't believe me about this, ask yourself this: who is the one teacher in your entire life who made the biggest difference for you? I bet that for almost all of us, that best teacher was someone who knew you by name.

How do you learn all these names and faces? If you have a photographic memory, wonderful. If, like me, you are terrible at names, then just work at it. At the beginning of every semester I paste my students' pictures on 3-by-5 flash cards and drill myself on them until I have memorized them. It is a tedious few hours (or many hours if it is a large class), but it pays terrific returns throughout the rest of the semester as well as the rest of law school and after.

Next, a teacher should communicate to students that things are under control by explaining at the outset how the teacher expects class to work. At the start of each semester, you should tell students how you are going to call on them, what subjects you intend to address, how you are going to grade them, and what you are trying to accomplish in the course.

The third way to communicate a sense of stability in class is for the teacher actually to listen to questions and answers from students. This is what I have found most difficult as a teacher. When I ask a question, I have an answer in mind that I hope a student will give. My mind is always racing ahead to the next question I will ask if the student answers in the desired way. It is terribly tempting, then, not to listen to what the student is really saying — to transform the student's answer into the words I want to hear. It is also very tempting for me not to wait long enough for a student to form her own answer. The silence is sometimes so painful that it seems merciful to barge in with my own profound thoughts.

But the students do have good answers and good questions, and they are rarely precisely the ones a teacher has planned. They seldom come as quickly as the teacher would like. If you don't force yourself to listen to what the students are saying, you end up missing what is going on in your own class — missing where it is that the students are confused and where it is that they are interested. So force yourself to listen, and to endure silence. Force yourself to ask students: "Did I answer your question, or did I misunderstand it?" "What I think you are saying is this, am I right?"

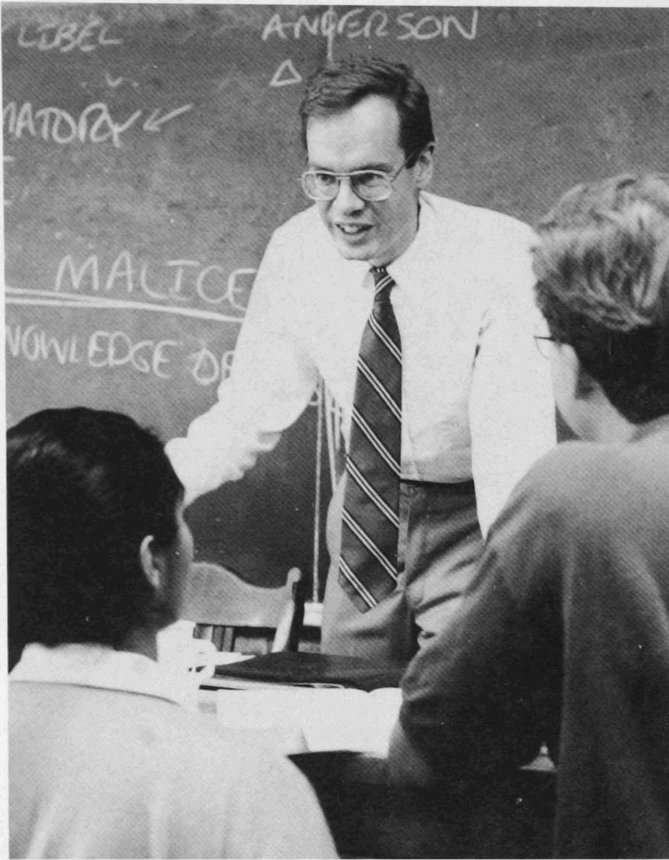
Finally, a teacher shows that class is under control by starting and ending class on schedule. Please don't commit the arrogance of assuming your students have nothing else to do but stay and hear your wisdom for five more minutes at the end of each class. They have other classes, they have child care responsibilities (which are often quite jury-rigged), and many have jobs. You show respect for them by not disrupting their busy lives by your poor planning. If you are casual about starting and ending times, you should expect your students to be casual about times too — like deadlines for turning in papers.

Show you know their struggles

I also think it desirable that professors show, in class, that they are aware of the constraints and problems that law students are facing. No, I don't mean that you should suggest to them that you, too, are completely new to this subject and completely confused by the material. I do mean that you should show, sometimes quite subtly, that



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you understand and are sympathetic to the problems they are having even if you yourself are now an expert who no longer has these problems. Let me illustrate how I do this, using a few war stories along the way. (War stories with a point, I hasten to add, are good teaching tools: I find they help students remember the theoretical point much longer.)

Let's start with the reading assignment that was too long. At some point quite soon in your career you will find yourself awake at 3 a.m. before a class, still frantically preparing for it. You will already have written twelve pages of class notes, but you will still have three-quarters of the reading assignment to get through. It will be tempting to stop preparing, go to bed, teach the first quarter of the reading assignment and save the rest for the next class. This is not a cost-free solution, however. If you were up until 3 a.m., odds are quite good that some compulsive first year student also was up all night trying to get all the way through the assignment. Such a student will be justifiably angry when you cheerfully fail to cover what you assigned.

What I do in this situation is apologize. "Look," I say, "I realize I assigned too much, and that the responsible students among you therefore were up too late last night. I'm sorry. I'll do my best in the future to make sure my assignments bear closer resemblance to what I do in class."

Next, how about the student who misses several classes? If you know your students' names, and if you have a seating chart, you will notice when a student is absent from class. In my experience, first-year law students normally do not miss several classes in a row unless something is wrong. So when I notice someone is missing several days in succession, I assume something may be wrong, and I often do something about it. In my first years of teaching, what I did was quite hokey. The first day the student was back in class, I would approach her before class and say something like "I noticed you have been absent for a couple of days. I'm sure you had a good reason, and I don't want to invade your privacy, but I just wanted you to know that I'd be glad to help you get notes for the days you missed from your classmates, and I'll go over those notes with you during office hours so that I can explain what I thought I was teaching."

I did this several times to students, and they never showed up during office hours. I decided it was a silly risk to take in teaching. Then, one last time, I approached a woman who had missed class for three days. She seemed terrifically embarrassed by what I said, and that in turn embarrassed me so much that I could do nothing other than stare at my shoes (which I do when flustered). And when I looked at my shoes, I saw I was holding in my hand my paper cup of hot coffee. Whereupon I stammered, to my own amazement, "and here's a cup of coffee I brought you." I then slunk back to the podium and vowed never again to employ hokey things in teaching.

That student did come to see me during office hours. She said she had gotten notes for the classes she missed, and she did have some civil procedure questions for me. But first she wanted me to know why she had missed class. She had been assaulted several days before. She had been unwilling to venture to class or out in public. She had been unsure whether to continue in law school. She decided to drag herself to one more class. "And then, Professor Syverud, you brought me a cup of coffee." Whereupon I did not announce that I felt validated as a teacher and proceed to answer her civil procedure questions. Obviously a teacher in that situation has to do something more. But I can stop here with one obvious point: sometimes when you take risks as a teacher, even hokey risks, they bring unexpected rewards.

Next, whenever a student you call upon in class freezes, you can show whether you understand or whether you do not. This situation will occur to all of you. Often, a first-year student who you have every reason to believe is hard-working and prepared will

nevertheless develop a pathological inability to speak when called upon in a large class. What do you do? I urge you to think about this now and plan ahead. In my experience, every faculty member has a different methodology in this situation: you can move on to someone else, you can feed answers to the student, or you can recount your own terror the first time you were called upon.

Whatever you choose, I think your objective should be to make sure the student leaves class on the shoulders of cheering classmates. You should get that student to contribute something positive and profound that very day. Why? Because if you fail to do so, you will put a monkey on the back of that student — a monkey that will grow heavier each day the student fails to be rehabilitated before his peers.

How about the student who is doing a crossword puzzle in class, or who is reading the newspaper? I raise this example for those of you who will be teaching second- and third-year students your first time out. (If your students are doing this in a first year class, I'd consider looking into other lines of work.) Invariably, I encounter an upper-class student doing a crossword puzzle when I am teaching some obscure doctrine like joinder of necessary and indispensable parties after I've spent much of the night preparing what I think is a stimulating and exciting presentation. I get angry. It would be understandable if I responded by saying to the student, "OK, Ms. 12-across, what do you think is the difference between necessary and indispensable parties?" But saying this would be a mistake because by shaming the student in front of her peers, I would lose that student for the rest of the semester. I'd also lose many others who probably were also bored and would rather be doing crossword puzzles, but were polite enough not to.

So what do you do? I'd recommend you go on with your class to the next logical break in the material, then stop and remain silent long enough to catch everyone's attention, and then say something like this: "Look, I know this seems boring and unimportant. It sure did when I studied this subject in law school. It was the sort of topic that made me want to do a crossword puzzle in class. But as it turns out, whether a party can or must be joined in a lawsuit really is terrifically important, and here's why ..." This achieves several things. First, you communicate to the student doing the puzzle that you can see it (and thereby, marvelously, the puzzle is put away) without shaming the student before the class. Second, you validate the boredom that many students probably felt about the subject matter. You respond directly to it, and maybe even get them interested in learning something about your subject.

Take students as seriously as you take yourself

In class as well as outside it, it is vital that you take your students as seriously as you take yourself. Hopefully, you take yourself seriously, but not too much so. In most classes I have taught in law school, there has been one turning point, a moment a few weeks into the semester, when suddenly everyone laughs uncontrollably, together, at something that is said in class. That moment generates a lot of good will and makes everyone suddenly feel more comfortable with the class and the people in it. It makes them willing to risk saying and asking things that otherwise they would keep to themselves. How do you make that moment happen?

It is not easy. First, you must remember that you should laugh at a student only after you have established that you can often laugh at yourself. Students remember with alarming detail every word they say in class, every reaction to what they say. Laughter is very painful for a student if you have not laid the groundwork for it. You can almost always tell when the laughter you think is good-natured is not being perceived that way by looking at the student: watch the student's face and be ready to act if what you see is embarrassment rather than cheer.

You also take students seriously in class when you give each student enough time to contribute to the discussion. I won't stop talking with a student until I feel that person has added something important. This means there are some awkward pauses. But it is

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better to wait out that discomfort than to silence a student for the rest of the semester. Many of the best insights I receive from students — the ideas that blow away the rest of the class — come after such a long pause. Of course, some students, thinking themselves way ahead of the crowd, will become impatient when you dawdle over their colleagues, but most, I have found, will be very grateful.

You take students seriously by occasionally admitting that you do not know the answer to a question. When you don't know, I advise that you guess the answer, tell the class you are guessing, research your guess, and start the next class by confirming or correcting your answer. In this way you demonstrate to students that they too can ask important questions that require you to think and to investigate.

Finally, please consider how you will dress for class and how you will address your students. Like it or not, how you dress will convey messages to your students, as will drastic changes in your dress during the course of the semester. More important is how you choose to style yourself and your students. Are you “Professor Garcia” or “Barbara”? Is your student “Mr. Goldman” or “Neil”? For heaven's sake, be consistent, or your students will read unintended messages into your inconsistencies. (“She must like Neil because she calls him by his first name.”) My preference, and it is no more than that, is for my students to be “Mr.” and “Ms.” and for me to be “Professor”. The formality is quite artificial in an era when even telephone solicitors call me Kent, but it serves a purpose. It reminds me constantly that my students are not casual friends, but rather human beings to whom I owe fiduciary duties, and around whom my behavior must in certain respects be constrained. Remember, friends do not grade their friends at the end of the semester; you do grade your students.

Beyond the classroom

Once your relations with students are well established inside the classroom, I urge you to work hard on relations outside of it.

Office hours are extremely important to establishing individual rapport with your students. If your students are not coming to your office hours, something is wrong. You should ask them and yourself why. Your students have dozens of important questions that they will not ask during class in front of 90 people, or even immediately after class in front of the five people who invariably crowd your podium. They *will* ask them during office hours, if you give them half a chance.

I believe you should schedule at least half a day for office hours at least once a week. (In saying this, I can almost hear a collective gasp from veteran professors.) You should make sure you have some activity routinely scheduled at the end of office hours (like lunch or going home). You risk having a “schmoozing student” problem if you have office hours too late in the week or after the last classes in the week.

How do you get work done during office hours? One day early in my teaching career a distinguished visiting professor plopped himself down with disgust in my office and observed, “I didn't get a lick of work done today.” I asked why. He answered that his office hours were mobbed: “The students wanted everything under the sun — questions about my lectures, about course selection, about clerkships, about lawyering, about life. I didn't get a word written on my article.” My unspoken reply was this: “Gee, it sounds to me like you got more work done today than in your last three articles. I thought giving advice to our students about those things is our work, and indeed among the most important work we do.”

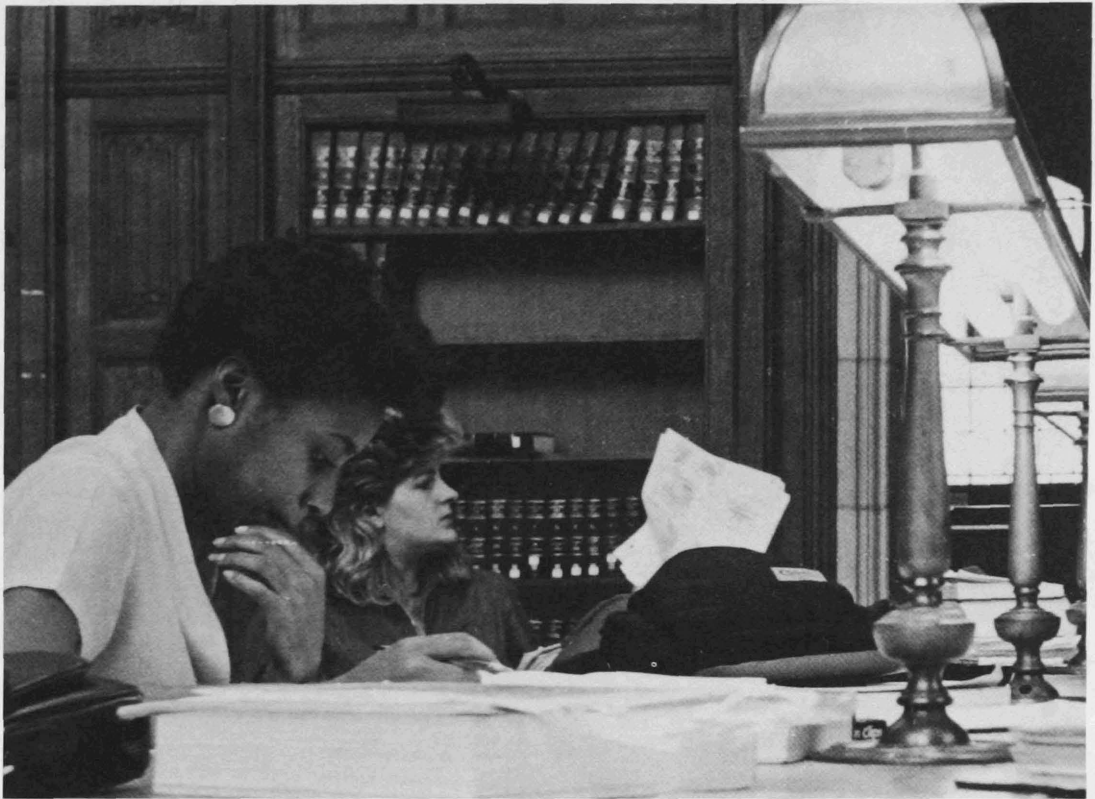
My advice is that you will be in better humor if you plan to get no other work done during office hours. That way you will not hurry students in and out of your office, and you will not feel bad about the other things you did not accomplish.

You will need a technique to break the ice with students during office hours. They will be intimidated by you. (Yes, even young, considerate you will intimidate them — you have a degree and a job and the power to grade, and they do not.) Most of them will rarely return to office hours if their first visit is a frigid one. I have found that the first

words most students say during an office visit are usually some variant of “I’m so sorry to bother such a busy, important person.” The easy way to relax that sort of student is to say, “Yes, I am busy, but nothing I do is more important than meeting with you — that is what you are paying me tuition for.”

I also once discovered serendipitously during a child care emergency that nothing breaks the ice quite like having your child crawling about your office during office hours. I made it a habit to have a child with me during office hours. I guess it is hard to be intimidated by someone who is changing a diaper or taking apart Legos. I fear female professors have reasons to be more wary of this practice than I was. (The inferences some colleagues may draw when seeing a father with his kids may be different than those they draw when they see a mother with hers.) One other caveat: one kid with a good disposition works wonders; two kids, however well disposed, produce pandemonium.

When students pop into your office outside of office hours, insist they return during office hours or make a special appointment. Bend this rule only when you can afford the interruption and the student’s problem is really urgent. Otherwise, your writing time will ebb away in 10-minute increments, as will your cheerful outlook on your job.



Keep in touch

Most of you received some praise and encouragement from your professors in law school. The odds are you would not have teaching jobs now if you did not have the kind of grades and credentials and personalities that lead professors to praise you and to recommend you.

Please believe me: your experience in law school is *not* typical. Most law students go for months or years without hearing a single word of encouragement or praise or positive feedback from a professor. Most law students are desperate for an encouraging word, and just a little bit of praise goes a long way. So look for ways to give some reassurance to students who are having difficulties as well as to students who are doing well. For example, if I see a student who has been struggling suddenly shine in some way, I write a brief note to the student. “Mr. Jones, that was a fine oral argument you gave. I hope you consider becoming a trial or appellate advocate.” “Ms. Irizary, I’ve taught Rule 11 fifteen times and never myself picked up on the insight about lawyer behavior you voiced in class today. Thanks, and keep speaking up.”

It takes so little time but it means so much to the students. I don’t do this, needless to say, for students who I think will wave the note around to their friends as a sign of superiority.

Students under stress

When you were a law student, it may have been possible for you to go through three years of classes without knowing that someone among your colleagues was flunking out, someone else could not find a job anywhere, someone else had been raped, someone else had AIDS, someone else was trying to raise a preschooler on her own, and someone else was mentally ill.

Many professors also go through years of teaching without knowing about any of these students. They do so because they don't want to know, or because it is too painful to find out, or because they are oblivious to the people they are supposed to serve.

If you are the kind of teacher I think you should be, you will learn about these people. You will look out over the rows as you teach and know what a struggle — and what a triumph — it is for some of your students just to be sitting there at all. If you are the kind of teacher I think you should be, these students under severe stress will come to you, or their closest friends or classmates will come to you, and they will want your help.

This is a problem, because you already have a full-time job; if you have a family you already have two full-time jobs. You cannot solve all the problems of your students under severe stress, however much you would like to. Sometimes you can work wonders — you can navigate the health care system and somehow obtain an operation for a student with no insurance, and you can teach a student who is flunking out how to do better on exams. But you will quickly find that the demand for services like these is inexhaustible, and your supply of time is all too limited. How can you help students in trouble without being drowned by them?

You can start by getting to know well the professionals at your institution who deal with these problems. Talk with the people who do career planning, who do counseling, who piece together financial aid, who guide the battered student and the suicidal one. Ask them about what they do and find out what support is available within your law school and your university. Become an educated general practitioner who knows the specialists. Right now is the time to do this — you now have more time and fewer students than you ever will again.

When a student under severe stress comes to you, listen long enough to show you care. Then try personally to do the referring. If possible, walk the student over to the appropriate professional. Make sure they meet personally, and, if appropriate, stay for the introduction and the first few minutes to make sure the student is getting help. Then follow up, ideally by offering subsequently to help the student as much as possible to keep up with any of the class-related problems that invariably result when a student faces a crisis outside class. Help the student get class notes from colleagues. Go over missed classes with the student during office hours.

Exams — the test of a teacher

Law school examinations have become incredibly varied in the last decade. The take-home exam, the open-book exam, the multiple choice or short answer or problem exam — all have proliferated with many variations. Whatever type of exam you choose, I urge you to base your exam on what you have actually taught in class. Do not write an exam based on what you would have liked to teach, or on what you wish your students would know, or on what someone else creatively developed, or on the “black letter” law you barely mentioned.

Why? Because it is fair. And testing what you teach also sends a message to future students that it is what goes on in the classroom that is most important. That message, transmitted through the remarkably efficient medium of student gossip handed down year to year, will profoundly affect how seriously your students pay attention in class.

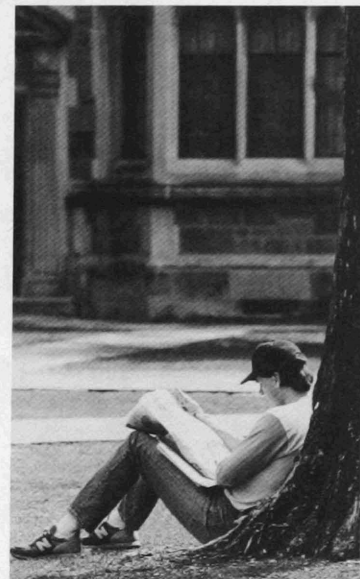
Just about the greatest nightmare for a law professor is a large group of students furious about an exam they consider to be unfair. Hell hath no fury like a first-year law class surprised by the type of exam it is given. Announce the rules for your exam in advance. Will it be open book? essay? short answer? Prepare and distribute an example



of the style of question you will use at some point early in the course. Explain to your class what it is you value in an examination answer, and why.

It is difficult to write an examination that can objectively sort students out into the numerous groups called for by local custom or your school's grade curve. I am a long way from mastering this art. Whatever you draft in your own first effort, don't overlook two essential steps. First, show your draft to trustworthy colleagues. Very few of you can imagine all the ways exams can go wrong, and even fewer understand the distribution of abilities among the students you will teach. But a good colleague will know these things and will help. Second, proofread your exam so many times that you are absolutely certain there is no error, and then proofread it twice more. I've suggested that students will forgive almost anything if they know the professor respects them; they will not forgive you for rewriting an exam while they are taking it.

After grading an examination, you will be sorely tempted to avoid your former students as much as possible. You will wish to avoid the students who did badly and to avoid making any comments on an exam that could encourage a student to argue with you. Nevertheless, please resist these temptations. A little time spent with a student immediately after she does badly saves many hours of work for you or others later. Do your best to restore a crushed student's confidence, and to assure the student that, with work and help that you or others will provide, she still will possibly and even probably survive to become a successful lawyer. I usually write comments on exams while I am grading them, so that the student can get some insight into why and where she went astray. I also prepare example answers where possible. Without this minimal feedback, the student who has done poorly cannot know where to start in efforts to improve.



Jobs, placement and the unsure student

Whether you are willing to admit it or not, many of you are refugees from the practice of law. Maybe you never practiced law and can't imagine doing so, or maybe you practiced law and for a host of reasons decided teaching would be better for you at this point in your career. Whatever the reason, we could all spend a great deal of time telling amusing stories about law practice — about the long hours, or the often tedious work, or the overbearing judge or partner or client. Indeed, when law professors meet with each other they do this all the time.

The classroom, however — and particularly the first year classroom — is not the place for your knowing insinuations about the dark side of the practice of law. Many of your students are looking to you for assurance about the career they have chosen, even though they have no idea what the career entails. Please remember that for the families of many of the students you teach, getting one of their children into law school is one of their proudest accomplishments — an accomplishment for which the family and the student has made enormous sacrifices. To confront that pride and sacrifice in the first week of law school with an off-hand cynical remark about the practice of law is really hurtful to these people. There will be time enough in the endless three years of law school for your students to learn for themselves and from you about the good and bad of practicing law. But I believe that at least at the beginning you should hold out to your students the possibility, however slim it appears to you, that people can take a law degree and do noble things with it. If you don't believe this is possible, you should be counselling people not to come to law school rather than teaching in one.

In class you should also use care in your assumptions about the careers your students will pursue. Some professors make it clear in class that they assume every single one of their students is going to be an associate at a large law firm. Others convey the impression that every student is going to be a public interest lawyer. Both are arrogant attitudes that marginalize many students. In fact, at most law schools, students go on to an incredible array of legal and non-legal jobs after graduation. Please remain open to the possibility that your class might be valuable to people who do all sorts of things after law school. Consider the possibility that the relevant audience that can benefit from your class includes everybody who takes it.

Good teachers will be informed about what careers the students in their schools in



fact can or do pursue. I heretically believe that a good teacher should even sometimes modify the content of the course to reflect this — for example, that a teacher at a state university law school should care about and teach at least some of that state’s law, particularly if many students end up practicing there.

A decent professor also plays some role in helping to place students in jobs. The professor writes letters of recommendation that are longer than a one sentence summary of the student’s credentials. The professor sometimes picks up the phone and calls an employer to urge that a student be considered. The professor sometimes encourages the student who cannot find any job — at the very least by assuring her that the professor still believes she is qualified and will be a good lawyer.

At some point in your career a student may, after some hemming and hawing, come out with the most maddening question of all: “Should I have come to law school, and should I become a lawyer?” This always happens to me when I have ten minutes left to prepare for class, the dean is impatient about something I should have given him a month ago and the elementary school is on the phone reporting that one of my kids is throwing up. And I can give three quick answers, each of which is equally disastrous:

1. “Yes, stick it out.”
2. “No, drop out and become something else.”
3. “Maybe yes; maybe no; there are good arguments both ways. I’ll see you later.”

These answers are disastrous because they ignore what the student is really asking. That student has trusted you with the most important and perhaps the most personal decision in her life — what to do with that life. That student wants a mentor and has flattered you incredibly by choosing you. To respond quickly, off the cuff, whatever the content of your response, is really to spurn the student’s trust.

I have found a better answer, and it sometimes works. I say this: “Look, every thoughtful lawyer and law student I know, including me, has wondered at some point whether becoming a lawyer was the right thing to do. For some of them it was, and for some it wasn’t. I can’t possibly tell you where you fall until I know you better. I am

sure that if you look around, you will find at least one of your classmates who is wondering about the same things you are. Why don't you find one such classmate, and then both of you come to lunch with me to talk about it."

These lunches are among the greatest rewards of your job. You learn so much, not just about your students and their lives and aspirations, but also about your own class — about what is working and what is not and about where you can improve. These lunches help convert the mob that confronts you in class each day into a group of unique human beings, some of whom you may be surprised to discover are very much worth knowing.

Taking students seriously takes time. So does scholarship. You may be concerned that doing even a few of the things that I have recommended will seriously undercut the time you have to do research and to write. You will surely have to compromise, just as all professors do. If you spend all your time on your students, you will not publish, you will not be an authority in your field except in your own classroom, and you will be neither tenured nor respected among your peers. Your teaching will also suffer in the long run, for you will never have truly confronted and come to understand a problem until you have had to write for the world about it. These are the perils of going overboard on teaching.

In many law schools today, however, the problem is at the other extreme. Sometimes we publish in order to change the world and to pay it back for our privilege of academic freedom. Sometimes, however, we publish as much as we can, even in obscure journals, simply to demonstrate our productivity and to gain a reputation among other academics. In the important struggle to reach an audience outside our law school, we sometimes badly neglect the audience that is right under our noses: our students.

The startling truth is that, with the exception of a few dozen law professors, our ideas will improve the world more through our students than through our writing. And our students will never really grasp our ideas until we take them seriously.

Giving advice to our students about those things is our work, and indeed among the most important work we do.

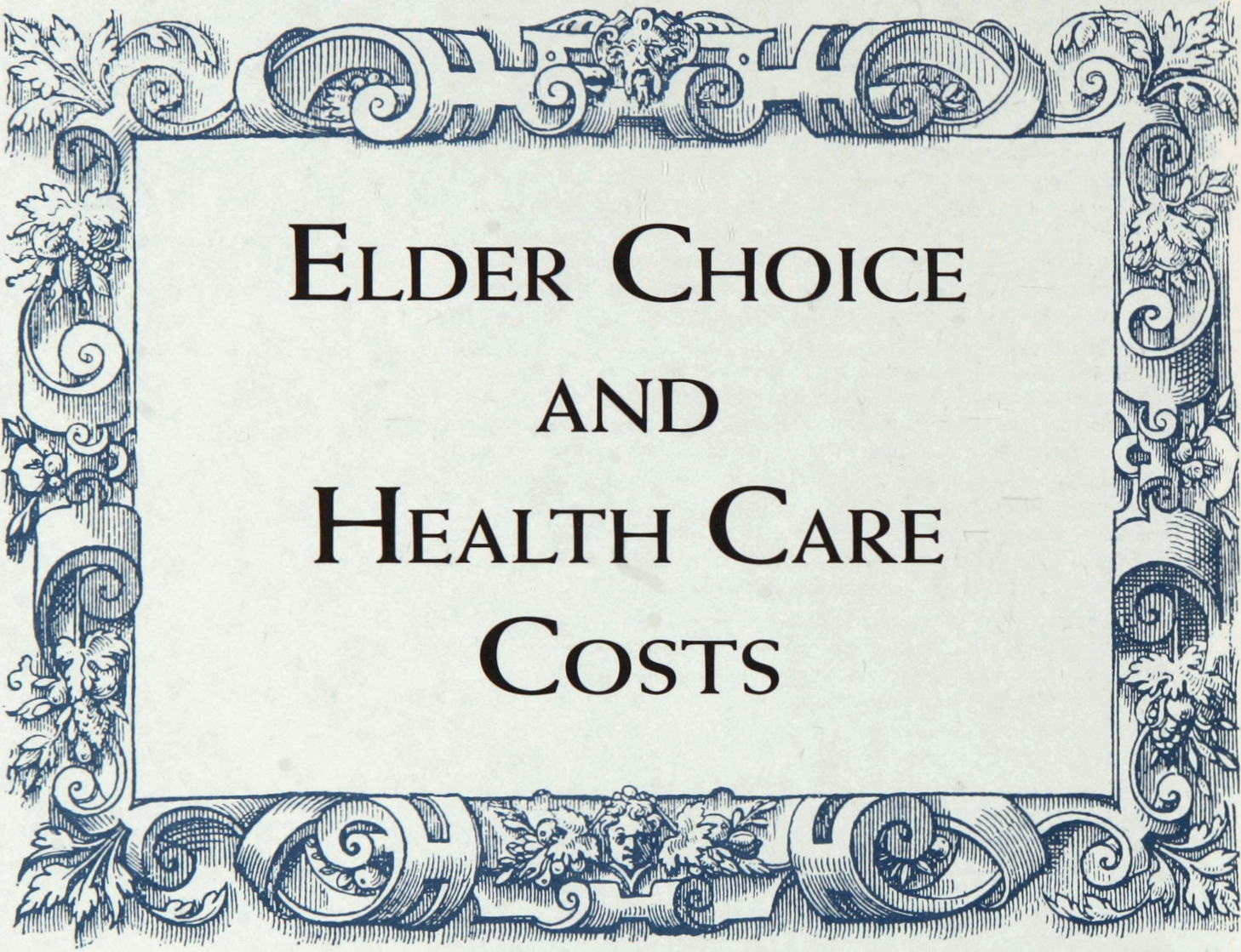
Kent Syverud, a professor of law, teaches civil procedure, complex litigation, negotiation, insurance law and seminars on product liability.

10 tips on teaching with respect

1. Learn all the names and faces of your students.
2. Explain at the outset how class will work.
3. Actually listen to students' questions and answers.
4. Start and end class on time.
5. Be aware of the problems students face.
6. Give each student enough time to contribute to class.
7. Set aside at least a half-day for office hours.
8. Offer praise and feedback to the struggling student.
9. Get to know professionals who can help students under severe stress.
10. Base exams on what you actually teach in class.

*Vex not his ghost. O let him pass! he hates him
That would upon the rack of this tough world
Stretch him out longer.*

King Lear V, iii.



ELDER CHOICE AND HEALTH CARE COSTS

by Alfred F. Conard

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While strategists struggle with the dilemmas of health care, they seem to overlook a practice that might simultaneously relieve the suffering of elder patients and limit the costs of their treatment.

If elder patients were given a clear opportunity to choose, many might reject the costly procedures that keep them breathing in misery during the last weeks, months, and even years of their survival. Other elders who see the clouds of debility approach-

ing might be freed of the dread of endless imprisonment in a nursing home. Empowering elders to make these choices does not require changes in law, but only changes in how we provide and finance care.

Health care for elders is cursed with two tragedies. One is that myriads of disabled elders are imprisoned in hopeless, helpless debility and illness in nursing homes, mental institutions and private homes. All they can look forward to is their eventual release by death. Elders who have not yet reached that stage live in such dread of it that some seek euthanasia or assisted suicide.

The second tragedy is the zooming costs of elders' health services, which impoverish not only the patients themselves, but also the resources of Medicare and other insurance that pays most of their medical expenses. The second tragedy results partly from the first. If elders' imprisonment in debility were reduced, the costs of their health services would also be diminished. Both tragedies might be mitigated by enhancing elders' opportunities to refuse extreme medical procedures.

Elders can make choices about their care through documents generically called "advance health care directives;" I call them simply directives. These are written and signed declarations affecting future health care. Such documents are means of liberation which, unlike euthanasia and suicide, avoid actively causing death. Unlike health care rationing that denies care beyond a set age limit or medical condition, directives conform to patients' own wishes. Whether the use of directives is ethical and whether they are legally effective has been the subject of extensive recent discussion by leading jurists, philosophers and physicians.

Directives usually cover medical procedures used to keep patients' hearts beating, regardless of the quality of the life maintained. Health care practitioners call these efforts "life support," while critics call them "prolonging death." "Life support" is, in my view, a misleading euphemism because the condition that is supported often has nothing in common with the qualities of activity and enjoyment that are connoted by "life." "Prolonging death" is equally misleading because what is prolonged is not usually the process of dying, but survival in misery.

In the quest for a more neutral term, I have adopted "metabolic support" to describe procedures that prolong breathing and blood circulation in patients who no longer perform most of the other functions of living. Within metabolic support (or support for short) I include cardiopulmonary resuscitation, artificial respiration, blood transfusion, tube feeding and any other procedures that are used to intercept death rather than to cure illness or relieve pain and misery.

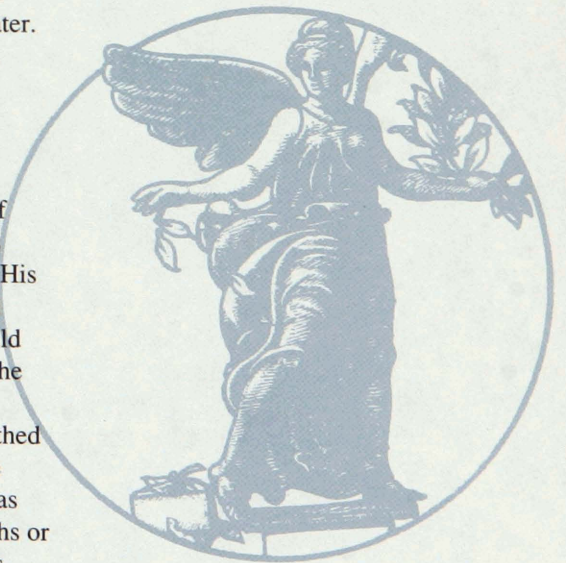
Although directives are appropriate for individuals of all ages, I focus here on elders because they are more likely and more able than younger people to weigh the plusses and minuses of metabolic support. Resuscitation of 20-year-olds offers a very different balance of prospective pain and gain than resuscitation of octogenarians. Directives adopted at ages of 30, 40 or 50 are dubious guides to patients' intentions decades later. The problems of directives adopted at ages of 70 or more call for separate analysis.

AVENUES OF ESCAPE

Some elders are lucky enough to escape imprisonment in debility by the grace of nature. Lou was one of these. At 75, he had been partially disabled by two previous heart attacks. He suffered a third while sitting in his arm chair watching television. His wife had retired early and did not discover him until morning, when he was beyond rescue. "It was lucky," she said, "that I had gone to bed. If I had been awake, I would have called an ambulance, and Lou would have survived in even worse shape than he was in already."

In the view of his family and friends, Lou was lucky because he would have loathed the aggravated debility in which he would have survived if rescued. He would have grieved over the erosion of assets he had hoped to leave to his children. His wife was lucky because she was spared the agony of trying to comfort Lou through the months or years in which he would have survived in debility. A million other Medicare clients

What most patients want is not to die, but to limit what is to be done to them while they survive.



Medicare could maintain a national registry of directives that health care providers could access through a toll-free number. Although this would cost money, it would probably save Medicare more than it would cost.

were lucky that their safety net was relieved of one of the weights stretching it to the breaking point.

Most elders, along with their relatives and cohorts, are not so lucky. On losing consciousness, patients are rushed to a hospital, where an army of technicians lavishes technology on them before any questions are asked. Only after exhausting every possibility of restoring some level of consciousness, which may take weeks, are physicians likely to discuss with family members the suspension of support. Lacking any indication of the patient's wishes, spouses and children cannot say no to continued support without a deep sense of guilt, if they can say it at all. Some recent legislation complicates the problem by requiring written certifications by family members and two physicians to exclude cardiopulmonary resuscitation.

Elders can, however, improve their luck without confronting the ethical dilemmas of euthanasia and suicide by prospectively refusing procedures that serve no purpose beyond extending the duration of their debility. By the same act, they may spare their families from burdens of useless anxiety and care, preserve their dwindling assets for legacies to children or charities, and free health care resources for more productive uses.

People who want to have escape routes that are more reliable than nature, yet less objectionable than euthanasia and suicide, must turn to advance health care directives. Of these, the best known is the "living will," a term used loosely to designate a wide variety of directives. Usually, a living will declares a willingness to be allowed to die in designated conditions such as irreversible coma and terminal illness.

Another widely used form of directive is known to lawyers as a "power of attorney for health care," and more colloquially as a proxy. A proxy authorizes someone other than the patient to give or refuse consent for treatments when the patient is incompetent. The proxy may specify the conditions in which it is to be exercised, or the procedures that may be refused, but more commonly leaves these matters to the discretion of the proxyholder. A proxy may be included in a living will document, but may also be separate, especially in a state like Michigan that gives statutory force to proxies but not to living wills.

A third type of directive has been developed by physicians at the Harvard and University of North Carolina medical schools, which I call a "patient's choice." It differs from a living will in that it does not express a wish or willingness to die, but a wish to refuse specified treatments, even at the risk of death. Patients can state their wishes about treatments ranging from antibiotics to cardiopulmonary resuscitation in several specific medical circumstances such as an irreversible coma or terminal illness. This form enables patients to indicate not only what treatments they refuse, but also what treatments they desire. It relieves physicians, proxies and family members of doubts about patient's wishes when they are called on to decide on support procedures.

A fourth type of directive is an unconditional veto of specified procedures without regard to the patient's condition. The most prominent example is the veto of blood transfusions used by Jehovah's witnesses. The same device can be used to forbid other metabolic support procedures. Arizona has given statutory recognition to unconditional vetoes on designated procedures such as cardiopulmonary resuscitation, ventilation, tube-feeding, and advanced life support medications, but requires that the veto be countersigned by a physician.

THE ETHICS OF REFUSAL

In 1990, in the celebrated case of Nancy Cruzan, the United States Supreme Court recognized a constitutional right to refuse metabolic support. Since that decision, the focus of debate on refusal has shifted from legality to ethics. Are patients morally justified in refusing procedures that would probably prolong their existence? Are physicians, nurses, and hospital administrators morally justified in withholding treatment that elderly patients have refused?

Until the middle of the 20th century, these questions were generally irrelevant to the human condition. When people's minds and bodies failed, they died. Now medical



technology has devised means of prolonging metabolism far beyond the point at which it serves utility or desire. The new technology presents questions on which classical theology, philosophy and ethics bear obliquely, if at all. It demands a realignment of the ethics of life and death.

An examination of the ethics of refusing metabolic support must begin with patients' motivations. The clearest motivation is that of Jehovah's Witnesses, who reject transfusions on the ground that divine law forbids receiving blood. Today, this motivation seems to be generally accepted as ethical, even by commentators who do not share the belief on which it is based. But it was only a few decades ago that physicians and judges presumed to decide that it was better for patients to undergo transfusions that violated their faith than to risk dying without them. Some judges still rule this way when the patients are mothers of minor children who do not have surrogate caretakers ready and willing to replace the mother.

Transfusions may also be refused for fear of infection. As recently as the mid-1980s, some patients who accepted transfusions were infected by the human immunodeficiency virus before methods to screen blood for HIV antibodies were perfected. Since viruses mutate, new strains could infect future patients before they have been detected. Patients may refuse transfusions not only to protect themselves, but also to protect their spouses and children.

Other refusals are commonly assumed to be motivated by the desire to escape the misery of pain, humiliation, and futility that may attend extended treatment. Many elders suffer constant discomfort and have very little enjoyment to compensate for it. They are humiliated to be seen in their wretchedness when visited, depressed by loneliness when not visited, and oppressed continuously by a sense of uselessness.

Most contemporary ethicists seem to accept escaping misery as an acceptable motivation. Although it is self-centered, it is not selfish in the sense of benefiting one's self at the cost of others. One philosopher, however, has questioned whether fleeing from misery violates the principle, expressed by St. Augustine and St. Thomas Aquinas, that humans should accept the pain and suffering that are part of God's plan for them. But it would be far-fetched to regard the tortures of high-tech metabolic support as part of God's plan. Refusing artificial support seems consistent with Christian ethics when it is conceived as accepting God's will, rather than as defying it. The Roman Catholic Declaration on Euthanasia of 1980 allows withholding artificial prolongation of existence when the burdens that it imposes on the patient and the patient's family outweigh its benefits. Contemporary Jewish opinion is apparently divided.

Even if escaping misery is not a worthy motive, it coincides with altruistic motives that may justify refusal. For many elder refusants, an unselfish motive of refusal is to spare family and friends from the burden of supplying financial and social support that patients are unable to reciprocate. A second altruistic motive is the desire of patients to leave whatever wealth they possess to their children, their churches, their charities or their colleges, rather than consuming it in hospital and nursing home bills.

A third unselfish motive may be to avoid consuming scarce resources, including





blood, intensive care and the time of nurses and physicians, while thousands of children lack health care. Receiving treatment under such circumstances may be less worthy than refusing it.

Unworthy motives may motivate some refusants. One can imagine rebellious adolescents refusing metabolic support in order to make their parents feel remorse for harsh discipline, or neglected parents refusing support in order to inspire guilt feelings in their children. A prisoner accused of crime was reported to have refused tube feeding in order to avoid conviction and punishment. Most ethicists would presumably disapprove of motives like these, although they generally escape comment.

THE SUICIDE ANALOGY

Suicide is widely condemned in Western society, regardless of circumstances, and is categorically condemned by Catholic and Jewish theology. Americans who believe suicide is wrong may be troubled by the question whether foregoing support is morally equivalent to suicide. The comments of a few judges have suggested that it is.

In the Cruzan decision, Supreme Court Justice Antonin Scalia asserted that “starving oneself to death is no different from putting a gun to one’s temple.” He went on to state that refusing nutrition by bodily invasion was not different from declining to feed one’s self. A quarter of a century earlier, Judge Skelly Wright had made a less explicit identification of suicide with a Jehovah’s Witness’ refusal of a blood transfusion.

If Justice Scalia and Judge Wright meant to say that refusing metabolic support falls within the meaning of suicide as most people define it, they were ignoring the best evidence of common usage. Webster’s and Oxford dictionaries define suicide as “taking one’s own life voluntarily and intentionally,” which connotes action, not passivity. Examples of suicide commonly cited in standard sources such as the Encyclopedia Britannica are a Hindu widow casting herself upon her husband’s funeral pyre and a Japanese samurai disemboweling himself with his sword.

The most plausible explanation of Scalia’s assertion is an implicit premise that any decision that foreseeably leads to one’s own death is suicide. By that test, a woman’s resistance to rape with a knife at her throat would also be suicide, as would Joan of Arc’s refusal to recant and a captured spy’s refusal to reveal military secrets. Although a woman’s rejection of an unwanted feeding tube may seem to Scalia less noble than a woman’s rejection of an unwanted sexual intrusion, equating it with self-killing seems absurd. Unsurprisingly, Scalia’s fellow judges bypassed this equation without comment.

A more charitable interpretation of Scalia’s and Wright’s remarks would be an assertion that forgoing support is infected with the same moral evils as suicide. In order to evaluate this argument, one must find out why suicide is considered immoral. The discovery is not easy, since suicide is generally mentioned as a horror without explaining why.

The Christian denunciation of suicide is commonly traced to St. Augustine, who rejected the choice of death as a violation of God’s dictates and his plan for the universe. This position stems from the view that birth and death, to a greater degree than other human events, are provided by God and should not be rescheduled by humans. A similar argument on the secular ground that suicide “cheats nature” is cited, although

not embraced, by Ronald Dworkin in his recent book, *Life's Dominion*.

If this is the basis on which suicide is denounced, it provides no argument against forgoing artificial means of metabolic support. Refusing such support seems more consistent with submitting to the plan of God or the law of nature than with rejecting them. Resuscitation, blood transfusion, tube-feeding and injection of antibiotics are more logically viewed as ways of arrogantly defying transcendental dispositions.

Another reason for denouncing suicide that might be extended to the refusal of support is that it violates one's duty to contribute economically and psychologically to family and to society. This argument applies forcefully to individuals who refuse support while still in their productive years, at least until they are ascertained to be incurable. But it seldom applies to refusals by elders, whose ability to contribute to society or to their families is fading. Rather, consideration of the duty to contribute to others points to the possibility that refusing metabolic support may be an elder's most ethical choice. This possibility is recognized by the Roman Catholic Statement on Euthanasia, which firmly denounces suicide while permits withholding artificial metabolic support that imposes burdens disproportionate to its benefits.

Conceding that foregoing support is not suicide and is not morally equivalent to suicide, Yale Kamisar warned in 1989 (before the Cruzan decision) that approving the refusal of support enters a slippery slope that has no safe barriers short of approving suicide. The warning was soon vindicated by Sanford Kadish, who argued in the Harvard Law Review that since refusing support is now permissible, suicide must be equally so. Kadish conceded, however, that the permissibility of suicide could be resisted on "plausible prudential grounds." Kamisar accepted as tenable the line drawn by Cruzan between actively causing death and refusing to prevent it.

The "prudential grounds" that distinguish refusing support from suicide seem amply sufficient to save courts from slipping inconsiderately from the former to the latter. Since refusals are always prospective in some degree, they provide an interval for change of mind; when made by advance directive, they give ample opportunity for reflection and retraction. If advance directives are adopted in fits of depression, their authors have opportunities to revoke them when the temporary depression passes. Suicides, on the contrary, are irrevocable. The danger that rich uncles may be pressured into suicides is inherently greater than the danger that they may be pressured into adopting advance directives, which do not become operative until an emergency arises, and may be revoked in the meantime.

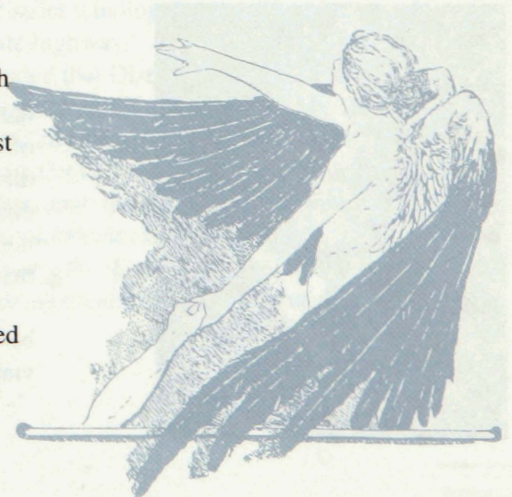
REDIRECTING DIRECTIVES

The prospect of federal legislation that will make comprehensive health care available to everyone, combined with an explosion of medical technology, gives a new urgency to providing Americans with opportunities to refuse, as well as to receive, medical treatment. The urgency is greatest in relation to elders, who have the most to gain and least to lose by refusing medical procedures. In the following pages, I suggest some basic ways of enhancing elders' choices.

EXPANDING AWARENESS AND ACCESS. All of the agencies that supply or finance health care would serve the interests of their elder clients by providing them with means of documenting their health care choices and information to guide their choices. The best purveyors would be Medicare and Medicaid or their successors because they could readily reach prospective patients long before they arrive at an emergency room. The costs of distributing information seem likely to be recovered by saving the costs of unwanted procedures.

MATCHING DIRECTIVES WITH INTENTIONS. The forms of directive that elders are offered should be better designed to express their wishes than the living wills that now commonly used. The very term "living will" suggests death, and the language of many of the forms expresses the wish or willingness to die. What most patients want is not to

If Medicare gave the same attention to the rights of patients that it gives to the payment of providers, it would provide a space on the back of the Medicare card for notice of a directive.



die, but to limit what is to be done to them while they survive. Their desire is better expressed by the instruments that I call "patient's choice." These declare what treatment patients want to receive as well as what they want to refuse. Elders should also be offered simpler options by which they might reject particular procedures such as blood transfusion or feeding tubes without regard to their state of health.

NOTICE TO HEALTH CARE PROVIDERS. There is likely to be a wide gap of time and distance between the adoption of a directive and the emergency in which it is applicable. Many directives will be filed in patients' desks, safe deposit boxes, or lawyers' files. The documents may be lying in New York while their authors are lying in hospitals in Florida or in highway towns between. For optimal effect, directives should become known at the receiving desk of a hospital or clinic, including its emergency room.

The chance that a directive will reach the awareness of hospital and ambulance staffs can be enhanced by carrying notices of directives on pocket cards. For elders, the most informative medium is the Medicare card, which will surely be examined by every health care provider, probably even before treatment is administered. If Medicare gave the same attention to the rights of patients that it gives to the payment of providers, it would provide a space on the back of the Medicare card for notice of a directive.

Ideally, a card should not only give notice of a directive, but should also provide a means for a health care provider to verify the terms of the directive. Medicare could maintain a national registry of directives that health care providers could access through a toll-free number. Although this would cost money, it would probably save Medicare more than it would cost.

Since elders won't always be carrying pocket cards when emergencies occur, a supplementary necklace, bracelet or ankle tag that gives notice of a directive and of a toll-free number to call for information would be useful. Emblems of this sort are commercially sold, primarily to give notice of patients' allergies and medications. Arizona's Do-Not-Resuscitate law expressly authorizes bracelet and ankle emblems on which the words "Do not resuscitate" are printed on an orange background.

ACTIVATING HEALTH CARE ORGANIZATIONS. In view of the benefits that directives offer to elders and the economies that they offer to health care organizations and insurers, the failure of these agencies to disseminate and popularize these devices is puzzling. These agencies are probably deterred in part by the prevalent reluctance to incur the complications of withholding support and in part by the pressure of right-to-life activists.

Advocates of choice could probably move their cause forward by a change of labels. In place of "living will," they could call their documents "medical directive" (the Harvard group's selection) or "statement of patient's preferences" (the North Carolina rubric). Organizations that aim to propagate the directives should reject names like "Choice in Dying" in favor of something more like "Choice in Living."


* * * * *

To serve their clients' fully, health care providers and insurers need to provide not only means of maximizing health, but also means of minimizing misery and the dread of misery. They can provide these means by distributing acceptable forms of advance directives to their elder patients. When elders are provided with simple means of escaping the torture of survival in debility, many will choose to reject fruitless treatments. Knowing that they have a means of escape, elders will be relieved of the dread that drives some of them to embrace active euthanasia or assisted suicide.

While some elders are freed from unwanted ministrations, health care resources will be freed to provide more treatment to elders who want them and to younger, more viable patients who urgently need them.

Alfred F. Conard is the Henry M. Butzel Professor of Law emeritus. An expert in corporate law, he is also interested in the social and economic consequences of law.





*All for one or
one for all*

Adapted from an article published in
The New Republic, March 1, 1993

BY RICHARD H. PILDES



FOR SEVERAL YEARS, THE VOTING RIGHTS ACT HAS BEEN THE LEAST NOTICED, BUT perhaps most effective, of all federal civil-rights statutes. Recently, however, the act has dramatically entered public consciousness, catalyzed by two principal events: President Clinton's nomination, later withdrawn, of Professor Lani Guinier to head the Justice Department's Civil Rights Division, and the Supreme Court's decision in *Shaw v. Reno*. *Shaw*, decided in June, cast doubt on the constitutionality of designing election districts in certain ways to enhance minority representation.

Shaw was a response to the way in which the North Carolina General Assembly had reapportioned the state after the 1990 Census. The state created a new congressional district, District 12, in which Black voters constituted a slight majority. District 12 is a tortuous, 160-mile long snakelike district winding through 10 counties, often in a corridor not much wider than the interstate highway.

In a 5-4 decision, the Court concluded that District 12 might have gone too far in the effort to ensure fair and effective minority political representation. The Court described the district as "tortured," "dramatically irregular," "bizarre," and "irrational on its face." The odd shape suggested the district had been drawn on purely racial grounds. For the district to be found constitutional, the state would have to rebut this inference. Thus, *Shaw* holds that minority-dominated election districts which are extremely irregular in shape are constitutional only if — as may be unlikely — they can satisfy the extremely demanding constitutional standards of strict scrutiny.

Shaw reveals the fundamental tension between requiring election districts to be based on geography and seeking to ensure that the interests of minorities are represented fairly and effectively. The Voting Rights Act requires that where racially-polarized voting exists, geographically concentrated minorities must be made the majority when an election district can be drawn to do so. When minorities are spread out over large areas, this becomes extremely difficult. Under current voting systems, the only options are to draw extremely contorted districts — the option *Shaw* now severely limits — or to leave minorities in the political control of a consistently hostile majority.

In the essay below, published in *The New Republic* before Professor Guinier's nomination, I suggest an alternative to these two options. This alternative, called cumulative voting, also was endorsed by Professor Guinier. Cumulative voting will be familiar to many readers from the corporate context, where it was once used extensively.

In the wake of *Shaw*, the appeal of alternatives like cumulative voting may increase. In many contexts, cumulative voting might offer an effective way of overcoming the conflict between geography and territory that is beginning to stymie voting-rights policy. In North Carolina, for example, the state could be divided into three congressional districts, with each district electing four representatives to Congress. Each voter would have four votes to distribute among candidates in any way the voter wishes.

As the essay that follows indicates, cumulative voting has its own potential problems as well as advantages. Congressional elections might be the least auspicious place to begin experiments in cumulative voting, and Congress would have to revise federal election law to permit it. However, as voting-rights issues assume center stage in current civil rights debates, it may well be an option worth considering and testing.

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As the dozens of new legislative districts drawn after the 1990 census await court approval, the Voting Rights Act is once again under close scrutiny. In November and December of 1992, the Supreme Court heard major cases challenging the redistricting of Ohio and Minnesota. At least nine more redistricting challenges await the Court's attention. These battles will likely bring to a boil long-simmering ideological and political controversies over the Voting Rights Act.

The disputes center on the creation of “safe minority districts” in many predominantly white jurisdictions. Imagine, for example, a town whose population is largely white and is governed by a five-member board; the board members are elected at large. Even if Blacks constitute 20 percent of the town's voters, the white majority consistently can control all five seats if it votes as a bloc. In this circumstance, the Voting Rights Act responds by breaking the town into five distinct districts, one of which is drawn so that its boundaries encompass the city's mostly Black neighborhoods. The town will still be governed by a five-member council, but Black voters, whose votes would otherwise have been submerged, now have the effective power to choose at least one member. The act works roughly the same way for congressional districts.

Measured by the number of minorities who hold public office, the system works. In 1970, for example, fewer than 1,400 Blacks nationwide held elected office; by 1990, that number had increased to more than 7,300. At the same time, however, the practice of racial redistricting has become a source of bitter ideological and political feuds. Critics view the act as a hidden affirmative action program that encourages unhealthy race-conscious politics. Boston University political scientist Abigail Thernstrom argues that minority districts “promot[e] racial separation” and “inhibit

political integration” (see “Voting Rights’ Trap, *The New Republic*, Sept. 2, 1985). The act’s supporters respond that American politics already are race-conscious, but in ways that allow whites consistently to drown out minority voting interests.

But disagreements over the Voting Rights Act are more than arguments of principle. They are also intensely political. In some places, Republicans believe that the act enhances their prospects by safely concentrating minority voters in a few districts, thereby minimizing minority influence elsewhere. Meanwhile, Democrats are discovering that well-regarded white liberals are redistricted out of office to make way for minority politicians. There is, however, a new approach that could defuse much of this conflict. The Voting Rights Act might be amended to encourage cumulative voting, which would achieve the goals of the act just as effectively, while addressing the concerns of its detractors.

Cumulative voting is a simple concept: each voter is given as many votes to cast as there are seats to be filled. Voters are free to distribute their votes among candidates in any way they choose. This approach enables voters to express not just their raw preferences, but the intensity with which those preferences are held. In a five-way race, for example, a voter can cast one vote for each candidate, vote three times for one candidate and twice for a second, or cast all his votes for one candidate. In this way, minority groups with common interests and strong preferences for a particular candidate can ensure her election, even in the face of a hostile majority.

This represents a radically different alternative to the current Voting Rights Act. Rather than breaking up the at-large electoral system into five smaller territorial districts, cumulative voting has the advantage of leaving the original electoral system intact, yet it produces outcomes similar to those under the current laws. Under either approach, a 20 percent Black population that chooses to vote cohesively would be able to elect one of the five council members.

And cumulative voting offers striking advantages. Most obviously, it avoids drawing radically defined political districts that so trouble the act’s critics. It might also diminish conflict between minority groups struggling over district boundary lines, such as between Blacks and Hispanics in many places. In fact, cumulative voting reduces gerrymandering opportunities in general. Because it relies on several candidates competing in at-large elections, it requires geographically broad electoral units. The fewer district lines there are to be drawn, the fewer invitations to gerrymander.

But the appeal of cumulative voting runs deeper. It is a way of pursuing the goals of the Voting Rights Act within the framework of political liberalism. Voters voluntarily define the voting affiliations that best promote their own interests. Adopting this approach thus avoids any assumption that Black or Hispanic voters are monolithic groups with unitary political values and interests. Under the current approach, Black voters of widely varying socioeconomic status are sometimes grouped together. Cumulative voting would enable these voters to decide for themselves whether their political values are better defined by what they have in common or by what they do not. The current law, moreover, singles out particular minority groups for distinct legal status. Cumulative voting reduces these moral and political conflicts by minimizing the need for judgments about which minority groups warrant distinct protection. Any group that feels the need to vote cohesively is able to do so. “Redistricting,” in effect, is done by the voters themselves, not the politicians. Moreover, it takes place with each new election, instead of once a decade in the wake of a new census.

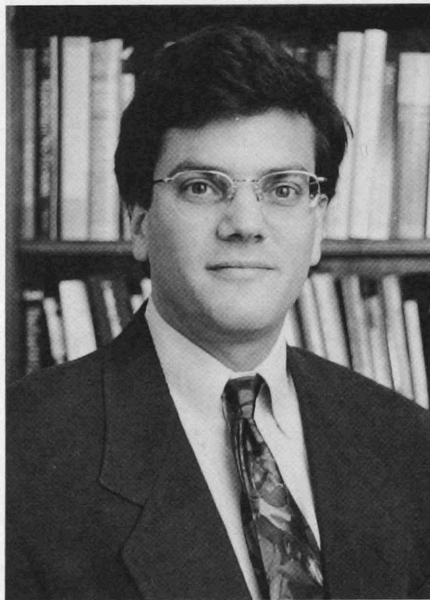
The most common concern about cumulative voting is that it is too confusing. But this reflects an instinctive fear of new voting procedures rather than informed experience. Cumulative voting already is used by some corporations in electing boards of directors. Illinois began using cumulative voting to elect its lower house in the aftermath of the Civil War. (Voters were given several chances to abolish the system, but it lasted until 1980, when the overall structure of the Illinois House was changed.)

In many contexts, cumulative voting might offer an effective way of overcoming the conflict between geography and territory that is beginning to stymie voting rights policy.

In 1987, the city council for Alamogordo, N.M., was elected by cumulative voting, the first such local government election this century. Each voter had three votes to use in filling three city council seats; 70 percent of the voters seized this advantage and cast more than one vote for a particular candidate. Although the city's population was 24 percent Hispanic and 5 percent Black, it had been nearly 20 years since either a Hispanic or Black politician had been elected at large, but in the 1987 election, one Hispanic official was elected. She was only fourth in the number of voters who supporter her, but because her support was particularly intense, she finished third in total votes. Of Hispanics who voted for her, 80 percent gave her more than one vote. They thus relinquished some influence over two seats in order to ensure the election of the one candidate they strongly preferred. Similarly, in Sisseton, S.D., members of the Sisseton-Wahpeton Sioux tribe recently used cumulative voting to elect their candidate of choice to the local school board.

Cumulative voting is not a panacea. Under this system, voters must be knowledgeable about a larger number of candidates. Political campaigns might become more expensive as candidates pursue votes through a larger region. Representatives would have ties to a broader constituency, but perhaps not as strong as ones to a specific, local political base. Political parties might try to influence the results by taking control over the number of candidates they slate for office. Perhaps the greatest concern is that political bodies might become more fractured and less effective in governing as more officials come into office with the support of less than 50 percent of voters. These are genuine potential costs that warrant discussion.

But the status quo has its costs as well. We might therefore begin to test cumulative voting incrementally. The Voting Rights Act could be amended so that courts could consider cumulative voting as one option for redressing violations of the existing law. It may turn out that the system is not practical on a large scale. But the Voting Rights Act is here to stay, and we should consider new approaches that protect civil rights while easing political, ideological and racial tensions.



Richard H. Pildes is a professor of law. He teaches constitutional law, public law and the history of American legal thought. He writes in the areas of legal theory, public policy, constitutional law and voting rights.

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