OF PANDEMICS PAST
And possibilities present

LIFE AND LIMBS
One man’s harrowing medical journey

THE BRINK
How to tell when a social movement is having its moment.
The human side of AI. You.

The Alexander von Humboldt Professorship for Artificial Intelligence.

Freedom for creative ideas and ideal conditions for independent research – these are the opportunities that an Alexander von Humboldt Professorship offers to leading researchers who come to Germany from abroad to pursue research on Artificial Intelligence or its broader implications.

The Alexander von Humboldt Professorship is the most valuable research award in Germany. Award winners are nominated by German universities with the aim of conducting research in Germany long term. For this purpose, they receive up to five million euros for their research which can be used very flexibly. The award amount covers the first five years of financing a professorship. When nominating a candidate, the universities submit a strategy for continuing to sustainably finance the professorship when this period comes to an end.

Six Alexander von Humboldt Professorships for Artificial Intelligence can be granted annually. Researchers from all disciplines who focus on the investigation and use of AI as well as its societal impacts are eligible to be nominated.

www.humboldt-foundation.de/ahp_en

We welcome the synergies between Alexander von Humboldt Professorships for Artificial Intelligence and research projects being funded through the German Research Foundation’s strategic funding initiative in the field of Artificial Intelligence.
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How to Build a Movement
The recipe for social change includes tech-savvy organizers, contradictions that incite youth protest and a whole lot of groundwork.

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Undefeated
Last year, Marty Hartigan, ’89, became suddenly and seriously ill. Doctors saved his life, but had to amputate his limbs. Now, the former captain of the Stanford men’s rugby team is fighting his way through a new scrum. And he doesn’t believe in surrender.

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If History Is Any Guide
The good, the bad and the inevitable: Faculty experts on the Black Death, yellow fever, smallpox and the Great Depression tell us what COVID-19 may mean for our future.

Why You Can’t Just Use the Endowment for That
Most of it’s restricted. And it has to last forever. A close look at Stanford’s $27.7 billion.

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Shutterbug and data-science storyteller.

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“Ultimately, we determined that being excellent in 25 sports was a better option than gradually ceasing to be nationally competitive in 36.”

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Biologist. Data expert. Author of Calling Bullshit. Even before the pandemic, Carl Bergstrom, PhD ’98, was well placed to separate fact from science fiction.

ALL RIGHT NOW
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Shine your light and warm the world.
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NEW AT STANFORDMAG.ORG

Six scholars on social change
Personal essays by Black alumni
Pandemic aid in the Peruvian Amazon
How to negotiate in a recession
Your first day on the job—over Zoom

Digital

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Is that bugging you? It’s an easy fix. Just like it’s an easy switch to GEICO.

As a Stanford Alum, you could save even more money with a special discount on GEICO auto insurance. When you get a quote, don’t forget to ask about homeowners, renters or condo insurance, too.
Cardinal Alert

The July cover package described the work of faculty scientists and alumni public-health leaders early in the pandemic.

“They could see it coming in January,” from my @StanfordAlumni magazine. It is so sad scientists were ignored when sounding the alarms in JANUARY about #COVID.

Stacey L. Camp, MA ’04, PhD ’09
@staceylcamp

I just finished reading “The War Rooms” in the July issue, and I noticed the subtle, elegant and effective way the quoted text in the columns was connected to the relevant photos in the generous margins. I also appreciated the similar (but less original?) way this was handled in “Some Reassembly Required.” My compliments, and thanks, for making the articles easy and pleasant to read.

Drew Oman
Palo Alto, California

No Regrets

A July essay by Melina Walling, ’20, reflected on graduating in pandemic times.

I cried when I read “. . . but this time, more than ever, I really wanted five more minutes.”

There have been so many times in my life when I wanted five more minutes, including when I:

• Said goodbye to my best friend when I left for Stanford;
• Married with my family and best friends in attendance;
• Broke up with my husband;
• Held my mom in my arms for the very last time;
• Dropped my daughter off for college;
• Put my golden retriever to sleep;
• Danced with my father for the last time.

None of these “regrets” have to do with my professional life, which has been full, productive and celebratory.

I told myself tonight that I never, ever want to regret not having five more minutes. I’ll be giving more kisses and hugs and thanks and congratulations and everything else of which I need to do more.

Thank you, Melina, for your special reminder. And I am so sorry that your senior year ended prematurely, but I applaud you for approaching it positively.

Cynthia Blees Klustner, ’75
Menlo Park, California

Now and Then

On July’s back page, we reprinted a 1992 Stanford Daily column on racial justice, written in the wake of the Rodney King verdict, by now–U.S. Sen. Cory Booker, ’91, MA ’92. The President’s Column in the same issue outlined steps the university is taking to support its Black community.

As a retired Marine and an “old guy,” I’m not always fond of Cory Booker statements; however, this writing from long ago struck home,

Dorm on Paws

When he’s not chilling inside Otero House with resident fellows Jill, ’03, MA ’04, and Ben Patton, ’03, Kuma (aka @oterocat) patiently waits for students to return to the Farm.

(Full disclosure: Jill is also STANFORD’S senior editor.)

Miss you @oterocat!! Keep ruling the campus while we’re gone.

Maia Brockbank, ’21
When this happened, we marched from campus down University Ave, with Black students in the lead. Lots of businesses boarded up their doors and windows during that procession, which shocked the handful of white students who were with us.

Nicolle Sanchez, ’94
@nmsanchez

Powerful, from @CoryBooker.
Ellen Ochoa, MS ’81, PhD ’85
@Astro_Ellen

and perhaps I can understand where he comes from.

Donald Colby, ’55
Reno, Nevada

Since 1992, we have elected a Black president twice, and Booker himself to the U.S. Senate. The brainless officers in the George Floyd case have been fired, arrested and charged with murder. The majority of police officers remain dedicated public servants and do not deserve the treatment they receive.

The time has come to call out those Booker T. Washington described as making a living sowing racial discord as the enemies of America they are, and to stop being what Lenin identified as “useful idiots” by supporting organizations like Black Lives Matter and riots in the streets.

There is a rational path to a more perfect union and justice for all. Let’s take it.

Bob Olson, ’60
San Ramon, California

As a “white guy,” I was delighted to see the Cory Booker essay. Not only is it brilliant, but it is something everyone should read.

Walt Brown, ’57
Roseville, California

Instead of giving us a repeat of the familiar ugly story of a Black person growing up in this racist country, suffering emotions of “Rage, Frustration, Bitterness [and] Animosity,” wouldn’t it be nice if Booker were to write about when people, even white people, may have helped him along the way, and even voted him into one of the highest offices in the land?

Daniel Hoyt Daniels, MS ’71
Spencertown, New York

Thank you for publishing Cory Booker’s column. And thank you, Cory, for writing it. It also pains me that his words written in 1992 still ring true today. The question is: Why?

Booker is a man of great drive and intelligence who clearly worked very hard to achieve all he has achieved athletically, academically and politically. Is he part of a “marginalized” community because his skin happens to be black? Does that fact make him incapable of competing equally with all others of different skin color?

I urge all dealing with this issue to read Booker’s column and to engage those who have studied the issue for decades at the Hoover Institution. I am sure Shelby Steele and Thomas Sowell have much to contribute in answering the question and shaping the actions to take in response.

Stanford can and should take the lead on confronting the issues articulated by Booker. It cannot fall back on vague concepts and buzzwords such as “inclusion, diversity and equity” to deal with a very real problem.

Stan Gibson, ’67
Walnut Creek, California

Given the widespread protests triggered by the killing of George Floyd and others, Stanford would have been remiss if it did not establish a Community Board on Public Safety and launch a virtual forum for the campus community to discuss “equity, inclusion and racial justice” and, more important, equip leaders, managers and staff to tackle those issues.

The tragedy is that Stanford did not lead the way in response to the nationwide protests following the assassination of Martin Luther King Jr. in 1968, or even after Cory Booker’s Stanford Daily essay and the 1992 Rodney King protests.

James R. Madison, ’53, LLB ’59
Menlo Park, California

Big Little Things
A July story covered graduate student Amber Moore’s research into the placenta.

Her quote “I’m fascinated by pregnancy. It’s beautiful and scary. It requires so many things to go right” elicited an immediate response in my 83-year-old brain: “And it’s remarkable how often all those many things go right.”

Marion Schwartz Keyworth
Carmel-by-the-Sea, California

Name Recognition
A story in the July issue looked back at the 1918 flu pandemic’s effects at Stanford.

The article features a photo from the Stanford Daily with a headline reading, in part, “Miss Eloise Loewenson, ’22, Is First Woman Student to Die.” Eloise Loewenson was the first cousin of Leland H. Lowenson, Class of 1924, who was the father of one of the writers of this letter and the grandfather of the other (note that the cousins spelled their last names differently, as the family name had been changed around that time for business purposes). We had always heard about the sad history of our cousin at Stanford but never realized that she was in fact the first female student on campus to succumb to the disease.

Lynn Lowenson Marks, ’57
Portland, Oregon
Michael Marks, ’85
Silverton, Oregon

‘Meaningful and Moving’
An online essay by New Mexico critical-care physician Nathan Nielsen, ’97, described treating a man who died on his 35th birthday of COVID-19.

His message was meaningful and moving; it brought me to tears. I sincerely appreciate all that Nielsen and his medical crew have done for the COVID-19 patients. They are definitely heroes.

Janice Pettigrew
via Stanfordmag.org
All the Difference
Change—from the profound to the prosaic—is at hand.

IT FEELS DIFFERENT THIS TIME.

George Floyd was killed by a police officer, with the world bearing witness through video taken by a bystander. So were Eric Garner, Philando Castile, Walter Scott, Alton Sterling and Stephon Clark, to name just some of the Black men whose killings have been documented in the smartphone era. But it was George Floyd's slaying, coming on the heels of the killings of Breonna Taylor and Ahmaud Arbery, that sparked sustained protests of perhaps 15 million to 26 million people—which would be the greatest number in U.S. history. It was George Floyd's slaying that brought calls for police reform onto the front page. It was George Floyd's slaying that spurred 22-year-old Kennedy Mitchum to write to Merriam-Webster about its definition of racism—and for the dictionary to expand that definition overnight to include “a political or social system founded on racism.”

History, of course, measures change over time, and it will take time to know whether the 2020 racial-justice protests were a turning point. So we asked several Stanford scholars, including historians and social scientists. We won’t give away their answers, which are complex and multifaceted (page 32). But I will reveal this about what they developed a kinship with him through these pages, and I hope you will join me in wishing him a fulfilling retirement.

It feels different this time.

For 20 years, Kevin Cool’s name has been atop this masthead. He has overseen 116 issues of STANFORD—more than anyone else—and this is the final one. I know many of you developed a kinship with him through these pages, and I hope you will join me in wishing him a fulfilling retirement.

It feels different this time.

If you receive a version of the magazine that contains Class Notes, you may notice you’ve gotten a slightly different set. The first version now contains the notes for the classes of 1932 to 1990; the second, 1985 to 2020. Every few years, we make an adjustment to rebalance the respective lengths of the versions. The good news is that Stanford graduates more alumni than it bids itself farewell to each year—which means we’re living a good long time. The bad news is that the rebalancing may make a few of you feel older than you’d wish. If you’re in that category, I hope you won’t fret too much. If it’s any consolation, my cohort is next.

Email Kathy at kathyz@stanford.edu.
Stanford Graduate School of Education proudly announces the recipients of the Alumni Excellence in Education Award

Maricela Montoy-Wilson, ’08, MA ’09
Stanford Teacher Education Program
Principal, Aspire East Palo Alto Charter School

MONTOY-WILSON is known for building and empowering a community of self-directed learners and instructional staff who flourish under her leadership. Her entire professional life has focused on lifting the voices of underserved students, families, and her community. She builds structures that support excellence and sustainability, while ensuring that every child and teacher can thrive and cultivate their curiosities and passions.

Kelley M. Skeff, MD, PhD ’81
Curriculum Studies & Teacher Education
George DeForest Barnett Professor of Medicine
Stanford University Medical Center

SKEFF helps medical faculty at Stanford and all over the world improve their teaching effectiveness. He and Georgette Stratos, PhD, created the Stanford Faculty Development Center, resulting in the training of over 30,000 faculty and residents. He regards education and medicine as synergistic helping professions. His work has driven interest in medical education research and has emphasized the importance and nobility of both fields.

EARLY CAREER AWARD
Laura Wentworth, MA ’06, PhD ’10
Social Sciences Education, Administration & Policy Analysis
Director of Research Practice Partnerships
San Francisco Unified School District

WENTWORTH is known as a passionate advocate for public education. Her contributions to construct and sustain a model of social innovation through a long-term and generative collaboration between a major urban district and a university have emerged as a model for other districts and universities. In doing so, she is transforming research-practice partnerships.

The 2020 honorees will be formally recognized on Thursday, October 15. ed.stanford.edu/alumni

The Stanford Graduate School of Education is proud to announce the recipients of the Alumni Excellence in Education Award. The 2020 honorees will be formally recognized on Thursday, October 15. For more information, visit ed.stanford.edu/alumni.
Our Approach to Fall Quarter

In these turbulent times, Stanford is preparing an enriching period of learning and community for our students.

As I write in mid-August, we are deep into planning for the 2020-21 academic year. Back to school is an important time at Stanford, as we prepare to reunite with friends and colleagues for another year of learning and discovery. It is typically a time of excitement and joy. Of course, this year is unlike any other. In planning for the fall, we are navigating the challenges and uncertainties created by the coronavirus pandemic. As I write, we have, with great regret, just concluded that the current public health situation prevents us from bringing half of our undergraduates to campus this fall, as we had previously hoped.

We hope and plan to bring undergraduates back to Stanford as soon as health conditions allow. We will also continue to offer on-campus accommodations to undergraduates who need housing due to special circumstances. Many graduate students, whose residential arrangements differ significantly from undergraduates, will still reside on campus.

That said, while this autumn will be unlike any other, we are firmly committed to ensuring that it will be a rewarding quarter for undergraduate and graduate students alike. We have known for some time that most courses would be taught online to protect the health of our community. For that reason, faculty members have spent the summer translating their courses into online formats and learning new techniques for engaging students virtually. As just one example, an art course for first-year students will build community through shared sketchbooks, which will be mailed from student to student throughout the quarter. I am confident that creative approaches like this will not only make the courses enriching, but also lead to new discoveries and fresh perspectives.

We are likewise working to re-create a vibrant community experience, no matter where students are located. Many student organizations are offering remote participation options, and this year’s Student Activities Fair will be virtual. We are looking into new ways to build community remotely, including creating communities to connect students with others in the same time zone.

Both undergraduate and graduate students will have access to remote career planning services, professional development activities, community service activities and more. Remote mental health resources will be available through Counseling and Psychological Services, and the Office for Religious Life will provide regular opportunities to connect and reflect.

As we support our students through this unusual time, we also realize that many families are now facing additional financial pressures. Despite the university’s fiscal constraints caused by the pandemic, we are maintaining our commitment to covering tuition in full for undergraduate families with annual incomes below $150,000, and we are increasing our financial aid budget to meet the increased need. With so much disruption in our world, I hope that students will find comfort in reconnecting with Stanford and their studies. This year may not offer the traditional Stanford experience, but we are committed to making it a fulfilling experience nonetheless. Though much has changed in our world, Stanford’s mission to educate future leaders and global citizens endures. Our faculty are as eager as ever to share their knowledge with our students, and we are all deeply committed to supporting them as they build community with one another throughout this challenging time.
Designed to adapt.
Ready for your emergency.

We continue serving our community’s adults and children. As one of the most advanced trauma centers in the world, we are uniquely equipped to handle all cases at all times, even in unprecedented circumstances.

No one anticipated COVID-19, but our systems have allowed us to adapt while maintaining the highest standards for safety.

Our new infection control procedures include digital technology for triaging your condition, allowing for separate spaces for COVID-19 patients. Emergency teams use fresh personal protective equipment (PPE) as well as extra air filtering and cleaning methods to sterilize your exam room before and after your visit.

We are ready for your emergency.

[link to emergency readiness website]

Marc and Laura Andreessen Emergency Department
1199 Welch Road • Stanford, CA 94304

Pediatric Emergency Department
900 Quarry Road Extension • Palo Alto, CA 94304
WILD

Lightning from rare August thunderstorms in the Bay Area struck the finial atop Hoover Tower, sending pieces of the cement ball 285 feet to the ground. Other strikes ignited dozens of wildfires in the area, including two of the three largest fires in California history. At press time, more than three-quarters of a million acres had been scorched, including Big Basin Redwoods State Park in nearby Santa Cruz County; 100,000 Bay Area residents had been evacuated; and campus—along with much of Northern California—remained engulfed in a haze of smoke.

PHOTOGRAPH BY
PhD CANDIDATE MICHAEL FISCHER, '08
The Alumni Committee on Trustee Nominations is pleased to introduce four newly elected trustees.

**DeAngela Burns-Wallace, ’96**

of Shawnee, Kansas is Secretary of Administration and the Chief Information technology Officer for the State of Kansas. Prior to this appointment, DeAngela served as the Vice Provost for Undergraduate Studies at the University of Kansas. She started her career as a Foreign Service Officer with the U.S. Department of State and served in Guangzhou and Beijing, China; Pretoria, South Africa; and in Washington D.C. She received a Superior Honor and three Meritorious Honor awards from the U.S. State Department. DeAngela has served on national and international selection committees including Gates Millennium Scholars, Dell Foundation Scholars, and Rhodes, Marshall, and Fulbright fellowships. DeAngela earned her MPA from Princeton and her Ed.D. from University of Pennsylvania. She has held leadership roles for the National Black Alumni Association, SAA Board of Directors, Cap and Gown, Stanford Associates Board of Governors, and the Black Community Services Center Advisory Board.

**Lily Sarafan, ’03, MS ’03**

of Los Gatos, California, is CEO of Home Care Assistance (HCA), the largest private pay provider of in-home care for seniors with nearly 10,000 employees across the U.S. Lily serves on the California Governor’s Alzheimer’s Task Force and in various other leadership roles to advance economic development, civic engagement, and precision health. She was named Ernst & Young Entrepreneur of the Year, Women Health Care Executives Woman of the Year, and one of Silicon Valley’s 40 Under 40. Lily is a Term Member of the Council on Foreign Relations, a Henry Crown Fellow of the Aspen Institute, and a World Economic Forum Young Global Leader. Lily served on the SAA Board of Directors and currently serves on the Freeman Spogli Institute Council, the Stanford Undergraduate Education Cabinet, and the LEAD Council. She is also Founding Partner of Project BIG: The Stanford Brain Immune Gut Initiative.

**Elizabeth (Bess) Weatherman, MBA ’88**

of Brooklyn, New York, is a special limited partner of Warburg Pincus. During her 28 years at the global private equity firm, she primarily focused on investment opportunities in the healthcare sector. She served on the firm’s executive management group and led its healthcare group. Bess has twice been named to the Forbes’ Midas List as one of the 100 most highly regarded venture capitalists. In 2014 she received the Women of Power and Influence Award from the National Organization of Women. She currently serves on the boards of four publicly held medical device companies. Bess also serves on the Board of Trustees for her undergraduate alma mater, Mount Holyoke College, and Saint Ann’s School in Brooklyn. At Stanford, she serves on the GSB Advisory Council, and co-chairs Stanford Women on Boards, which is committed to increasing the representation of Stanford-affiliated female leaders on corporate and fiduciary boards.

**Maurice Werdegar, ’86, MBA ’92**

of Woodside, California, joined venture debt fund Western Technology Investment (WTI) in 2001, serving as CEO for the past 10 years. Past positions include Venture Partner at Outlook Ventures and Chief Investment Officer at MetaMarkets. Maurice also founded and served as CEO of Blue Chalk Café/Left at Albuquerque, a venture-backed chain of restaurants. Prior to attending business school, Maurice worked in research at the Brookings Institution and in corporate finance at Robertson Stephens. Maurice is an advisor to Major League Baseball venture investments, Learn Capital, and Innovation Endeavors, among others. He serves on the board of the San Francisco Conservatory of Music and volunteers for the Menlo Park VA Hospital. At Stanford, Maurice is dedicated to the FLI program, arts and athletics. He has served for six years on the DAPER Investment Fund and is a member of the LEAD Council.

**BACKGROUND ON THE PROCESS**

Every three years, four new trustees are identified and nominated for a six-year term through a selection process administered by the Stanford Alumni Association on behalf of Stanford’s alumni body.

This cycle, each member of the nine-person Alumni Committee on Trustee Nominations (ACTN) reviewed more than 130 applications for trusteeship. ACTN chair Nadia Johnson Rawlinson, ’01, presented the committee’s final recommendations to the Board of Trustees Committee on Trusteeship, chaired by Jerry Yang, ’90, MS ’90, for joint approval. The names of those selected were brought to the full Board of Trustees for election at its June meeting.

Trustees selected through the ACTN process who will complete their terms in September are: Mary Barra, MBA ’90, Detroit; Dipanjan (DJ) Deb, MBA ’96, San Francisco; Brad Geier, ’79, San Diego; and Christy MacLear, ’88, New York.

The Alumni Committee on Trustee Nominations is made up of alumni volunteers with staggered membership terms. It presently includes Fred Alvarez, ’72, JD ’75; Stuart Burden, ’84; Michelle Landrey Cline, ’93, MBA ’98; Vanessa Tapia Hartigan, ’94, MA ’96, MBA ’00; Patty Kao, ’93; Sally Pollock Lannin, ’78; Jonathan Moy, ’03; Kevin O’Donohue, MBA ’87; and Nadia Johnson Rawlinson, ’01.

The next application cycle will begin in late 2022. Visit alumni.stanford.edu/goto/trustee for information.
WHO WE ARE

Meet Michael Spencer
Photographer and data scientist explores the power of digits.

“It can be easy to brush off someone’s opinion. When you present something and show it in numbers, I think it’s a lot more powerful.”
WHEN MICHAEL SPENCER, ’20, was in high school, his family got its first point-and-shoot camera. “Here, Michael,” his parents said. “Take photos of your little brothers. Take photos of us. If we ever go on a trip, take photos of the ocean.” He recalls toting it around his neighborhood on the outskirts of Las Vegas, where the view was mostly “dirt and gravel.”

For Spencer’s high school graduation, his uncle gave him a digital SLR camera. Soon after arriving at Stanford, Spencer joined the Daily, a gig that involved photographing football and basketball games and, once, Supreme Court Justice Sonia Sotomayor. “One of the things I’ve most enjoyed about photography is that it’s taken me to events and places that I otherwise never would have explored on my own,” Spencer says. He moved on to photography work for the department of art and art history, and then for Cantor Arts Center and Bing Concert Hall. After he’d made enough money, he upgraded his camera and lenses: “I thought I was unstoppable then!”

Outside of photography, Spencer got involved with El Centro Chicano y Latino and the Latinx community, as well as the FLI (first-gen/low-income) community at Stanford. Two formative courses—Intro to Applied Statistics, and Networks—led him to pursue a major in management science and engineering. Now Spencer is working toward his master’s in MS&E, in the computational science track. He hopes to use data science to highlight pressing social issues, while keeping up his photography on the side.

“I’m half-Latino and I grew up mostly in rural Kentucky, which doesn’t have a huge Latinx community, so trying to reconcile my two identities there was a little bit interesting. Coming to Stanford and having access to more of that community was really nice for me. It was a great opportunity for me to understand myself better and understand that side of my family.

“I really enjoy finding ways to convey the stories of people and communities, whether that’s through photography or through using facts and numbers to convey an issue.

“One of my other super-strong interests is educational access, particularly to postsecondary institutions. As part of one of my education courses, taught by Anthony Antonio, we had to write a policy brief. I looked at why some students forgo applying to college, particularly the ones afraid to take on too much debt. Many decide not to apply after looking at the price on a website. A lot of families didn’t know about the FAFSA or Pell grants, or wrongly thought they wouldn’t be eligible.

“In my policy memo, I thought through ways to get that [financial aid] information to families at the right time in the right way. Don’t offer workshops at 3 p.m. that people can’t go to. Be mindful of the fact people might not have internet. Hopefully, by doing so, you remove their mental barrier of thinking, ‘Well, I might as well not even try.’

“‘I’m not one to set New Year’s resolutions. I think if you want to do something, you should go do it. But this year I remember thinking at New Year’s that I wanted to get one of my photos published. And then I got a call about photographing an opera called Hell’s Fury that an LA Times film critic was going to be reviewing. A few days later, they published the article and my photo was sitting there at the top. I thought, ‘Oh my gosh, this is really cool.’”
Palo Alto’s best address.

Located steps from downtown Palo Alto and University Avenue and just blocks from Stanford, Webster House offers you world-class community living. The area is perfect for exploring by foot with museums, performances, dining, shopping, and galleries all close at hand.

An intimate Life Plan Community, Webster House makes it easy for you to stay connected to the culture, academia, and vibrancy of Palo Alto while enjoying convenient services and security for the future.

Explore your options and learn more about moving to Webster House. For information, or to schedule a visit, call 650.838.4004.

covia.org/webster-house
401 Webster St, Palo Alto, CA 94301
ANY OTHER YEAR, STANFORD FRESHMEN FACE the traditional startling welcome: half a dozen gaudily dressed strangers shouting their names as they check into their dorms. A rush of bonding experiences, from Band Run to scavenger hunt, ensues.

Of course, that’s all on hold, but still the university had hoped to bring freshmen, sophomores and new transfer students to campus this fall for a modified experience. On August 13, President Marc Tessier-Lavigne announced that would no longer be possible, based on the state of California’s guidance for higher education and the “deep challenges associated with trying to provide anything close to a ‘normal’ on-campus undergraduate experience given the current state of the pandemic.” He said the guidance recommends that most indoor classes be canceled and prevents “communal dining, most gatherings and social events, the use of indoor common spaces such as lounges, [and] visitors to campus.” Two days prior, the Pac-12 had suspended fall sports competition.

“It goes without saying that I was disappointed not to be on campus,” says freshman Colby Clark, a ballet dancer from New York City. “But I don’t think it changed too much what I was hoping for, which is to start on my Stanford path.” He sees an opportunity in remote learning: “I might go take a road trip to see my mom’s cousin in Wyoming and meet a new community there.”

Isabella Terrazas, ’23, who dove into campus life as an ASSU frosh council representative last year, says she’s contemplating a leave of absence. “Living with the students whom I was in classes with allowed us to learn and grow together, so I am a bit unsure how learning online will affect my education,” she says. But she believes Stanford “made a good decision” given the COVID-19 outbreaks at other universities.

Roughly 800 undergraduates with special circumstances are still approved to live on campus this fall. Freshman Melanie Rodríguez, who’s from rural Puerto Rico, requested campus housing after considering what it would be like to take college courses remotely with unstable internet access. After Hurricane Maria in 2017, her family went without power for six months, and outages remain common.

Rodríguez says she’s concerned about COVID-19, wildfires, earthquakes and how she’ll make friends once she gets here. But she’s already connecting with classmates online through the Stanford Summer Engineering Academy.

“So many things are uncertain and unprecedented,” Rodríguez says. “I want to be optimistic. Things are going to be different, but that doesn’t mean they’ll be completely bad.”

I Want to Be Optimistic

Frosh and sophomores contemplate a fall quarter like no other.

THE TICKER

Michael Drake, ’71, has been named president of the University of California system. Kristina Johnson, ’79, MS ’81, PhD ’84, succeeds him as president of Ohio State. . . . Jennifer Sey, ’92, produced Athlete A, a Netflix documentary about former Team USA doctor Larry Nassar’s sexual abuse of female gymnasts. Also on Netflix: The Half of It, a young adult, LGBTQ, Cyrano de Bergerac tale written and directed by Alice Wu, ’90, MS ’92. . . . Xavier Gutierrez, JD ’00, is the new president and CEO of the Arizona Coyotes. And speaking of hockey, Adidas design director Matty Merrill, ’00, designed the logo for the new Seattle Kraken, following in the footsteps of Terry Smith, ’82, who once did the same for the San Jose Sharks. . . . Erica Pan, ’92, who helped lead the Bay Area’s coronavirus response as the interim health officer of Alameda County, has been sworn in as California’s state epidemiologist.
Helping Little Ones Show Their Love from Afar

A Stanford doctor wrote some rhymes to explain social distancing to his toddler. Next thing he knew, he had self-published a book.

STAYING SIX FEET AWAY from your loved ones is hard for anyone. It’s especially difficult if the only feet you understand are the ones in your Velcro-strap shoes. Because you’re 2.

Benjamin Lindquist, a clinical assistant professor of emergency medicine, had tried to explain to his toddler, Kiley, why the threat of COVID-19 meant she couldn’t hug her grandparents or do her usual activities with them right now. He decided to write some simple rhymes to introduce her to the concepts of germs and social distancing. “I love you when you’re close / and when you’re far away” begins one couplet. “I love you when we’re holding hands / and when across the street I stay.”

“My initial plan was to write it for my family,” he told Stanford Medicine’s Scope blog. “So I ran the text by my wife and sent it to my parents—and they all loved it.” So did Lindquist’s sister, a book designer, who put him in contact with children’s book illustrator Jena Holliday. Before you can say “potty-trained,” they had self-published on Amazon.

_I Love You When You’re Close and When You’re Far Away_ uses Lindquist’s rhymes along with depictions of his own family doing everyday activities to show very young children that though our interactions might have changed to stop germs from spreading, there is still a lot of love going around.

The book isn’t specific to the coronavirus and could benefit anyone with an immunocompromised family member. Lindquist, who has heard from preschool and kindergarten teachers that the book has been helpful for their students, is donating proceeds to GetUsPPE.org, a group that is collecting personal protective equipment for health-care workers during the pandemic. As for Kiley? She requests repeated readings of the book. After all, she’s 2.

Chip off the Old Block

A mini linear accelerator.

The SLAC National Accelerator Laboratory attracts scientists from around the world for its ability to use X-rays to image materials on an atomic level. Its two-mile-long accelerator is booked months in advance. But what if researchers could scale this technology down to be at—and on—their fingertips?

Through the work of the Accelerator on a Chip International Program, co-led by Stanford faculty, miniature accelerators may soon be a reality. In January, a Stanford team spearheaded by electrical engineering professor Jelena Vuckovic unveiled a prototype: a microscopic channel carved into a silicon chip that would use infrared lasers to speed up electrons.

“It looks kind of like an abstract painting,” Vuckovic says. Like a Picasso, the prototype is much more significant than its appearance might suggest, as the chips, strung together in the thousands, could theoretically accelerate an electron up to 94 percent of the speed of light. Such high-energy particles could increase the resolution of electron microscopy or irradiate tumors, targeting them with greater precision to spare healthy tissue.

—Andrew Tan, ’22
NEWS

Why Stanford Is Saying Goodbye to 11 Varsity Sports

Budget pressures led to ‘heartbreaking’ action.

FOR DECADES, Stanford has occupied an exalted place in Division I athletics, combining sustained excellence with a breadth of offerings that is virtually unrivaled. But the mystique that attaches to such success belies the reality: Stanford is subject to the same gravity that tugs at every other place.

On July 8, that reality became evident when the university announced it would permanently discontinue 11 varsity sports because of rising budget deficits.

In an open letter, Stanford president Marc Tessier-Lavigne, provost Persis Drell and athletics director Bernard Muir acknowledged that the elimination of 11 sports was “heartbreaking” but necessary “to create fiscal stability for Stanford Athletics, and to provide the support we believe is essential for our student-athletes to excel.” Men’s and women’s fencing, synchronized swimming, men’s rowing, lightweight rowing, coed and women’s sailing, squash, men’s volleyball, field hockey and wrestling will cease varsity competition after the 2020–21 academic year. The programs will be allowed to transition to club-sport status.

Muir said in an email interview that although the pandemic has exacerbated the problems, budget shortfalls have been years in the making. “Simply put, the revenue gap between Stanford and the schools we consider to be our peers in intercollegiate athletics has grown considerably over the last decade,” he says, citing television rights deals from which Big Ten and SEC schools receive roughly $20 million more annually than Pac-12 schools.

“Schools that have tens of millions of dollars more to spend each year, typically on far fewer sports than Stanford has sponsored over the years, have created new standards of care and new expectations in important areas like sports medicine, sport psychology, nutrition, sports science and facilities,” Muir says. “We had to decide whether to continue to provide the best athletics experience in the country or to change course and pursue a new model that de-emphasized competitive excellence. Ultimately, we determined that being excellent in 25 sports was a better option than gradually ceasing to be nationally competitive in 36.”

On average, Division I schools field 18 sports. Even at 25 sports offerings, Stanford has one of the most robust programs in the country. Nine of the 11 discontinued sports are played at fewer than 10 percent of the 350 Division I schools, and six of them do not have NCAA-sponsored national championships.

Still, the loss of 11 sports is a stinging blow, especially for those closest to them: 240 student-athletes, 22 coaches, 20 support staff and more than 4,000 alumni.

The affected sports combined have accounted for 20 national championships and 27 Olympic medalists, but the value of the programs goes much deeper, says former lightweight rower Michele Holtkamp, ’20. “I’ve...
learned countless lessons from the tough losses, the dedication to teammates, the need for near-perfect unity to succeed,” she says. “The commitment that is required to wake up early in the morning for long, grueling workouts cannot easily be learned in other contexts.”

The change requires a particular adjustment for incoming freshmen who chose the Farm in part because they wanted to compete at the Division I level, says men’s volleyball head coach John Kosty. His message to them: “You have an opportunity to go to one of the greatest universities in the world. You should not make a decision at this point to go play volleyball somewhere else.”

MONEY MATTERS

Athletics is funded predominantly by a combination of donations, television rights fees, ticket revenue and corporate partnerships. Private giving—endowments that support student-athlete scholarships and coaching positions, as well as annual donations—is the largest single source of support. The next-largest chunk comes from the Pac-12 conference, primarily from revenue received from ESPN and Fox.

With the football season canceled this fall, Muir says, the 2020–21 budget deficit, previously estimated to be $25 million, could balloon to more than $50 million.

One of the frequent questions in comment threads is why Stanford doesn’t simply dip into its endowment to preserve the sports that are being discontinued. Muir says additional university support was not the solution. “Athletics has generally been a self-sustaining entity on our campus, and we are striving to preserve that model in a time when the university’s budget is under significant stress,” he says. (For a more thorough explanation of the endowment, see page 28.)

Muir says budget discussions began with cost-cutting measures that didn’t involve discontinuing sports. The executive team and several head coaches, including football coach David Shaw, ’94, and basketball coaches Tara VanDerveer and Jerod Haase, took voluntary pay reductions. There were cutbacks in administrative operations and travel budgets, and, ultimately, 20 support staff were laid off as part of the measure to discontinue 11 sports. Another option that was considered and rejected was to cut funding across all 36 sports, eliminating scholarships and taking other “drastic measures” that would have undermined recruiting and consigned the overall program to a future of mediocrity, according to Muir. That said, he adds, “I know there is no explanation I could provide that would take the pain away from the student-athletes and alumni of these programs.”

Kevin Cool is the former executive editor of Stanford. Email him at stanford.magazine@stanford.edu.
HE INTERNATIONAL SPACE STATION is a busy scientific laboratory orbiting 250 miles above the surface of the earth. Each astronaut on board has a jam-packed daily schedule of maintenance, meetings, experiments and exercise. They could really use a few assistants.

Enter Bumble, Honey and Queen, three 12½-inch cubes that are anything but square. Since July 2019, the trio of flying robots, designed to make life easier for the space station’s human occupants, has been hard at work helping ISS crews in orbit. Individually, they are autonomous; collectively, they are known as Astrobee.

Each multipurpose cube (they’re identical, save for the paint color) can monitor internal cabin radiation and air quality, take photos and send images back to ground control, track down lost objects and haul equipment around the station. They also act as research assistants, taking inventory and logging experiment data. Each cube has a gripping arm and multiple ports so that scientists can design their own Astrobee plug-ins when carrying out research.

Astrobee’s chief architect back on Earth is Maria Bualat, ’87. As the head of the Intelligent Robotics Group at NASA’s Ames Research Center in Mountain View, she shapes the future of intelligent machines capable of performing in the extreme environments of outer space.

Bualat has been laser-focused on her career path since middle school, when she chanced upon an article in the San Francisco Chronicle about women scientists at NASA. “At the time, I liked science fiction,” Bualat says. “This was before Star Wars, even. Star Trek was in reruns on TV.” As a senior at Stanford, she met with a NASA recruiter on campus, and one month after graduating, she reported for her first day of work at Ames.

Her first assignment was to a division focused on computer science. She got her master’s degree in electrical engineering at Santa Clara University while working at Ames full time. Then, in the mid-1990s, NASA’s robotics laboratory down the hall drew her curiosity.

“I saw some of the projects they were working on and was like, cool. I want to do that,” she says. She moved over to the Intelligent Mechanisms (now Intelligent Robotics) group, where she’s been ever since. After stepping into the deputy lead role in 2005, she was named its chief in November, becoming the first woman to head the group in its 30-year history.

BUALAT AND HER TEAM spend a lot of time field-testing robots in rocky deserts and other harsh landscapes with topography similar to the moon and Mars. In Astrobee’s case, however, designing for zero gravity presented a different set of challenges.

The robots can’t carry flammable fuel for safety reasons, and must be able to navigate independently without smacking into an astronaut or equipment. The propellers have to have enough thrust to move the cubes efficiently around the spacecraft, but not so much to risk crashing into a window. Every component that an astronaut might need to remove requires a special holder or fastener, so that screws don’t merrily drift about the spacecraft during zero-gravity repairs.

Already Astrobee has been used to test the SoundSee, an intelligent microphone system by Bosch and Astrobotics that’s designed to analyze noise aboard the spacecraft and diagnose maintenance problems. NASA has also outfitted the robots with a plug-in radio frequency identification (RFID) reader, so that the machine can fly around the station and take inventory of other RFID-tagged tools on board.

This year, the robots are scheduled to test out a set of sticky appendages designed by Stanford’s Biomimetics and Dexterous Manipulation Laboratory, led by mechanical engineering professor Mark Cutkosky. The grippers are
All Right Now

SQUARE UP: Army Lt. Col. and ISS flight engineer Anne McClain tests Bumble in orbit.
covered in an adhesive material inspired by the surfaces of gecko feet, and are intended to help astronauts capture free-floating objects in space. If the material is able to withstand separate tests in the extreme temperatures of space, it could be used to develop new tools for collecting and clearing away space junk that would otherwise threaten spacecraft safety.

NASA's support of the ISS runs through 2024. Given that the Astrobot will remain in orbit for as long as the station does, Bualat and her team made sure the robots were adaptable enough to accommodate experiments and research needs scientists haven't even thought of yet. All of the robots' code is publicly available on GitHub, and it's built on top of a standard framework known as the Robot Operating System (ROS) that's already familiar to most roboticists.

"Astrobot serves as a great platform for testing technologies," says Abhishek Cauligi, MS '18, a doctoral candidate in Stanford's aeronautics and astronautics department who worked on the gecko grippers. "For integrating our gecko-gripper software, we just had to add a few additional ROS commands on the Astrobot software stack, which is a relatively straightforward effort."

THE TECHNICAL WIZARDRY matters, obviously. But to function effectively with human collaborators in space, a good robot assistant also needs to be a comfortable companion in close quarters. Navigating the mostly uncharted territory of human-robot interactions is, to Bualat, one of the most interesting parts of the job. "A big deal with human-robotic interaction is getting people comfortable working with the robot, even beyond the idea of safety," Bualat says. For example, prior to Astrobot's launch, astronauts were concerned that the robots' internal navigational cameras would threaten whatever little privacy they have aboard the ISS. Bualat's team reassured the crew that while the cameras are necessary for the robot to fly, the images don't need to be saved or shared. And when astronauts choose to use the robots' cameras to stream video, Houston's Video Control Center reviews it before distribution.

There was also the issue of noise. If the machines made too much sound as they carried out their tasks, they'd be an inescapable annoyance. But astronomers also didn't want a completely silent robot that could creep up on them without warning. (The verdict after Astrobot's first few months, Bualat says, was that it makes just the right amount of sound.) "Think about the challenges associated with this," said Air Force Col. Nick Hague, an ISS flight engineer who worked with Astrobot aboard the station, at a talk at Samsung's San Jose campus in February. "It's a free-flying robot inside a [spacecraft] where what's on those walls changes on a daily basis. What's on the ceiling, what's on the floor—everything is constantly changing, and so it's having to learn its environment and figure out how to interact with people like me to get its job done."

As valuable as the tool is now, its future role could be even greater, Hague said: "This is going to help us with what we know about robotics on the ground, but this is really going to open it up for us when we start going to the moon."

In fact, Bualat's team is now absorbed with the creation of Integrated System for Autonomous and Adaptive Caretaking, or ISAAC. This autonomous robot will debut on ISS, but its ultimate destination could be the Lunar Gateway, NASA's forthcoming solar-powered space station that will orbit the moon and serve as a base for lunar explorations. During phases when Gateway has no human crew onboard, a system like ISAAC could serve as its robot caretaker, holding down the fort alone while the station hurtles through the dark sky.

Which is just how Bualat likes it. Space travel isn't part of her job description, nor does she have any aspirations to it: "I'm perfectly happy to stay on the surface of the Earth, thank you."

Corinne Purtill, '02, is a writer in Southern California. Email her at stanford.magazine@stanford.edu.
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Interpreter of Fallacies

Carl Bergstrom shows us how to decode scientific data.

BY ANDREW TAN

BEFORE COVID-19 reached his home state of Washington in late January, Carl Bergstrom was busy fighting another contagion: the spread of misinformation.

As a professor of biology at the University of Washington and with a background in epidemiology, Bergstrom, PhD ’98, parlayed an interest in scientific communication into the undergraduate course Calling Bullshit, which teaches its students to recognize and refute misleading data and poorly conducted research in science.

Focusing on such topics as causality, data visualization and publication bias, the course identifies areas in which science is susceptible to misinformation and challenges what Bergstrom says is a common misconception that quantitative data is objective and irrefutable.

“Numbers are ideal vehicles for promulgating bullshit,” Bergstrom writes in Calling Bullshit: The Art of Skepticism in a Data-Driven World, the book he published with co-instructor Jevin West in August. “They feel objective, but are easily manipulated to tell whatever story one desires.”

Since its pilot in spring of 2017, the course has become one of the most popular at UW, quickly reaching its enrollment cap of 160 every time it has been offered. When the current pandemic ushered in a fresh wave of potent disinformation, Bergstrom felt compelled to put his teaching into practice.

On January 20, the Centers for Disease Control and Prevention announced the diagnosis of the first U.S. COVID-19 patient, in Washington state. Bergstrom soon recognized early signs of organized disinformation and took to Twitter to help debunk rumors and nascent conspiracy theories surrounding the virus.

In March, a Bay Area technologist named Aaron Ginn published an article on Medium that purported to demonstrate how mass media accounts of COVID-19 were overblown. “You don’t need a special degree to understand what the data says and doesn’t say,” Ginn wrote, and claimed to be an authority on the matter because of his experience in driving the “viral adoption” of products. After the article had been retweeted thousands of times—“gaining too much traction,” according to Bergstrom—the professor posted a thread of 31 tweets dissecting the article’s many flaws, including Ginn’s tenuous claims of epidemiological credibility.

“Imagine Shakespeare run through Google Translate into Japanese, then translated back into English by someone who’d never heard of Shakespeare,” Bergstrom wrote. “So much depth would be missing. Same here.”

Trained in biological communication, Bergstrom was well equipped to sift through swarms of false or misleading virus claims but encountered a new challenge specific to COVID-19: the speed at which the science needs to be done—and the attendant risks of that.

Indeed, one product of the scientific community’s singular focus on COVID-19 is the popularization of preprints: papers that have not yet undergone formal peer review or publication. Primarily intended to enable rapid mobilization and communication among researchers, these raw scientific articles are then relied on by the public with a certainty they haven’t yet earned, and they have fueled a deepening partisan rift in which the scientific canon varies widely across party lines.

“People are doing this radically open science right now, so all of these preprints are going up and are being discussed on Twitter and many other forums,” Bergstrom says. “The problem is that the pandemic has been so heavily politicized. When people post a result, it supports one camp or another.”

By mid-February, popular media was already so saturated with conflicting reports about COVID-19 that the director-general of the World Health Organization declared an “infodemic.”

The next month, Bergstrom redoubled his efforts, interrogating the COVID-19 impact model from the Institute for Health Metrics...
and Evaluation at UW Medicine—one of the early models influential in U.S. policy-setting—in another long Twitter thread. In particular, he highlighted several assumptions that contributed to the model’s optimistic outlook, expressing concerns that the data could easily be taken out of context.

“I’ve already seen claims that this study proves we need fewer than 40,000 ventilators,” he tweeted at 3 a.m. from Seattle. “True, I guess, IF the curve fitting approach works and IF the death count data are right and IF we attain Wuhan-scale lockdown and IF we maintain it and IF there’s no second wave.”

Bergstrom’s tweets might appear trivial in the greater scope of an international pandemic, but without online voices like his, other scholars point out, disinformation spreads rapidly. Such was the case for a Facebook post by Kerri Rivera, a former Chicago real estate agent, which promoted chlorine dioxide, a highly toxic industrial bleach, as a COVID-19 cure. According to Sam Wineburg, PhD ‘89, the Margaret Jacks Professor of Education, the post was shared more than 200,000 times before it was taken down by Facebook, revealing a fundamental problem in the way people process information online.

“In an age where a 9-year-old has a smartphone, we are driving on the information highway without so much as a driver’s license,” he says.

The high volume of COVID-19 misinformation can even influence the policy of federal organizations. On June 30, the CDC released a list of COVID-19 testing considerations for colleges and universities planning to bring students back to campus in the fall. In the notice, the CDC stated that it “does not recommend entry testing of all returning students, faculty and staff.”

Bergstrom was incredulous. In an op-ed for the Chronicle of Higher Education, he called the decision “inexplicable and irresponsible,” defending testing paired with isolation as a “proven means of disease control.” In a follow-up Twitter post, he argued that the agency’s decision was based primarily on “agnotology,” a term coined by Stanford professor of history Robert Proctor to describe culturally induced ignorance.

Taken together, the imprint of politics on scientific discovery and public policy, the reach of bad actors and disinformation, and the need for better media literacy education make for a complicated decision-making climate.

“We don’t really understand how having this kind of media environment affects the way that people get information and make decisions and respond to crises like COVID,” Bergstrom says. “I think we’re seeing a lot of the vulnerabilities associated with that right now and in failures of our pandemic response.”

As a silver lining, Bergstrom hopes that the infodemic will spur a greater interest in teaching media literacy and digital citizenship, for which his Calling Bullshit course can be a preliminary model. Already, several high schools in Washington state—where a law supporting media literacy and digital citizenship instruction in K–12 schools was passed in 2016—have adopted such curricula.

Still, Bergstrom and co-instructor West understand that improving online public awareness will take time and that the current disinformation crisis demands persistent action. “Media literacy is a long-term solution,” West says. “It’s something that’s going to take a generation to really see the effects.”

Back on the Farm, researchers have also taken an interest in combating online disinformation, launching the Cyber Policy Center at the Freeman Spogli Institute for International Studies last year. Through collaboration with the Center for an Informed Public headed by West at UW, along with several other centers at Stanford, Kelly Born, MA ’09, executive director of the Cyber Policy Center, is leading an initiative to address online electoral disinformation in real time in advance of the 2020 elections.

“We have seen a paradigm shift away from thinking about moderating content based on what is being shared—so much of the concerning content isn’t categorically true or false—toward moderating the behavior of bad actors by limiting their ability to create fake accounts, deploy bot networks, micro-target in a predatory way, etc.” she says.

Changing the way people think and behave on social media is no small task, yet this is exactly what Bergstrom strives to do with the book Calling Bullshit, which he saw as essential to the media consumer even before COVID-19. Now the book is more relevant than ever.

“You could rewrite the book replacing every example with an example from COVID.”

Andrew Tan, ‘22, is an editorial intern at Stanford. Email him at stanford.magazine@stanford.edu.
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Why You Can’t Just Use the Endowment for That
How Stanford’s billions really work.

BY KATHY ZONANA

It’s a common reaction. When the university announces a budget cut, the internet commentariat erupts: Stanford has $27 BILLION in endowment. Why can’t it just dip into it? (The BILLION is invariably rendered in all caps.)

Indeed, $27.7 billion—the value of the endowment as of August 31, 2019—is a lot of money. It is roughly what Americans were projected to spend on Valentine’s Day gifts in 2020. It is a bit more than the gross domestic product of El Salvador. It is $737 for every person in Canada.

It’s also a substantial endowment for a university—in the United States, the only three larger belong to Harvard, Yale and the University of Texas system. But that doesn’t mean Stanford has a ginormous piggy bank. In fact, 90 percent of the endowment—more than 8,000 different funds, plus a certain 8,180 acres of Farmland—is restricted or designated for specific uses. It can’t be spent on anything the university chooses. Here’s why.

The endowment is not a savings account. It’s more like a retirement annuity—for a retiree that’s supposed to live forever.

Look 125 years into the past. There’s Stanford, a fledgling university at age 4. Look 125—or 250 or 500—years into the future. There, one hopes, is Stanford, in robust good health. The university was established with a Founding Grant of lands from Leland and Jane Stanford, and their vision was that the school would exist in perpetuity. In fact, the Founding Grant stipulates that Stanford’s lands can never be sold.

The endowment, which now includes invested assets in addition to those lands, “is not simply like a savings account,” says Randy Livingston, ’75, MBA ’79, Stanford’s vice president for business affairs and CFO. “It’s the income generated from investing the endowment, not the endowment principal itself, that supports 20 percent of our annual operating budget. If we start to consume the endowment principal, there will be less to invest and therefore less income to support the university in future years.”

A better analogy, Livingston says, would be an annuity, “where you’re living off the income and preserving the principal in order to maintain that income over time.” That’s all well and good if you’re a human retiree who can look at an actuarial table and figure that the income from your annuity will meet your needs for the next 25 years. But remember, Stanford hopes to live forever, and costs go up over time—largely because about two-thirds of the university’s expenses are compensation for faculty and staff, and the cost of living in the Bay Area is high. So in order not to reduce the buying power of the endowment, the university needs to reinvest rather than spend some of the income it generates.

Which leaves the portion of the endowment income that Stanford withdraws each year to support its operations. That’s called the payout, and it came to more than $1.3 billion in 2019–20. “Endowment payout funds every university activity, including a substantial part of undergraduate and graduate education and research,” says Livingston.

Almost 80 percent of the endowment is invested in the Merged Pool, which is the university’s primary investment fund. We’ll dive more deeply into the pool later, but for now, just know that it operates similarly to a mutual fund, where each of more than 8,000 endowment funds holds shares of the Merged Pool and it pays out income annually on a per-share basis. The university projects an average 9 percent annual return on the Merged Pool, understanding, of course, that any given annual return may deviate substantially from that average—so it uses a smoothing formula to mitigate the impact of investment volatility. In a typical budget year, Stanford targets payout of approximately 5.5 percent, generally leaving 3.5 percent to reinvest so that the endowment principal keeps pace with the average rise in costs. Unless—well, unless it’s now.

“Most years, the trustees use the smoothing formula to determine the payout,” says Livingston. “However, during periods of extreme market volatility, the trustees use their discretion and may deviate from the smoothing formula. Investment markets
THE ENDOWMENT (2019)

$27.7 BILLION

52%
$14.3B
Donor-restricted endowment

10%
$2.8B
Unrestricted FFE

10%
$2.8B
Department-controlled FFE

6%
$1.8B
Donor-restricted FFE

4%
$1.2B
Special investments

18%
$4.9B
Lands

$27.7 BILLION were extremely volatile in spring 2020 when trustees were making the fiscal-year ’21 payout decision.” If they had followed the smoothing formula, the payout would increase by 3 percent in 2020-21. But that seemed like a worrisome course. “The COVID-19 pandemic was still unfolding, with huge economic uncertainty about the year ahead,” Livingston says. “Trustees were concerned about the likelihood of a significant investment downturn, similar to 2008-09.” So they took a conservative approach, applying the 3 percent increase only to endowment funds supporting student aid. For all other endowment funds, the trustees decided to reduce payout by 10 percent.

Wait—there are specific funds for specific things, like financial aid? Oh, you bet there are. Let’s take a closer look.

The endowment is not a monolith. It’s actually a whole bunch of little endowments.

The vast majority of the endowment is restricted—meaning it’s made up of assets that can only be used for the purpose for which they were contributed.

Let’s start with the biggest category: restricted gifts. “The endowment” includes more than 7,000 gifts that were made at different times for different purposes. For example, a benefactor might donate funds to cover a public-interest law professor’s salary and benefits in perpetuity. That’s part of the endowment. So are a lot of undergraduate scholarships, graduate fellowships and research funds. Together, they total 52 percent of the endowment. And some of them are pretty detailed.

One scholarship is for a football player majoring in civil engineering; another for the one who wears No. 36. One fellowship is
limited to “medical students who are graduates of a public or parochial school located in Des Moines, Iowa, or if there is no such qualified student to a graduate of any school in the State of Iowa.” Another states a preference for students born, raised or educated in Montana, North Dakota or Thailand.

So that’s a little more than half of the endowment pie. The other slices are smaller and a bit more complicated. The smallest one (4 percent of total endowment) is made up of specially managed venture and investment funds, each set up to support a school or unit—Graduate School of Business; Stanford Earth; the Department of Athletics, Physical Education and Recreation; and so forth.

Oh, and don’t forget those Stanford lands that make up 18 percent of the endowment. They can’t be sold, but they can be leased. “I think one of the very cool things is that the original endowment of the university—what Leland and Jane Stanford gifted to us—was the 8,000-plus acres of the Stanford campus, a portion of which we have been able to use to generate income through the Stanford Research Park, the Stanford Shopping Center and the Sand Hill Road properties, and that is a component of the endowment that has actually grown dramatically in value over the last five to 10 years with the continued growth of Silicon Valley and the surrounding community-derived property values,” says Livingston. “It’s very unique to Stanford, as compared with any of our peers, having the land as a major part of the endowment as a service that continues to provide income to us.”

When a parcel of land is leased for a long time—30 to 50 years—the prepaid revenue from that lease is added to the Land Development Fund, which is centrally controlled FFE and is used, for example, to redevelop properties in the Stanford Research Park. Meanwhile, the net annual rent the university collects—$93 million in 2018–19—is unrestricted endowment payout that flows into general funds.

In June, the board authorized the withdrawal of up to $150 million to fund budget shortfalls related to COVID-19.

Then there are three groups of “funds functioning as endowment” (FFE): donor-restricted FFE (6 percent of the total endowment); department-controlled FFE (10 percent of the total); and unrestricted, centrally controlled FFE (another 10 percent). Donor-restricted FFE and department-controlled FFE operate similarly to restricted gifts—their payout is not fungible. So, for example, if a donor-restricted endowment fund to purchase phonograph records generates payout that is reinvested as FFE, the payout from that FFE cannot later be used to purchase musical instruments. Or if the geophysics department converts a large expendable gift to FFE, that payout can’t later be deployed on behalf of the philosophy department.

Which brings us to the unrestricted, centrally controlled FFE. This 10 percent slice provides valuable discretionary income to the university. About two-thirds of its payout flows to general funds that the provost allocates to everything from academic departments to libraries to financial aid to facilities. The remaining one-third is allocated by the president for strategic initiatives, such as the university’s long-range vision.

To go deeper, you have to dive into the pool (and learn the meaning of the term buffer).

The bulk of the endowment—everything but the lands and the special investments—is overseen by Stanford Management Company, the university’s investment office, in the Merged Pool, which was valued at $29.6 billion on June 30, 2019. That’s close to the GDP of Nepal, by the way.

As its name suggests, the Merged Pool (the mutual fund) contains several different types of assets, including endowment funds (the annuity), expendable funds (think of this more like a set of checking accounts) and hospital funds.

Now, about those expendable funds. They’re not endowment. Quite the contrary. They can be spent in any given year. But at present, they add up to more than $4 billion, and since 90 percent of them are invested in the Merged Pool, they generate a lot of return on investment. And some of those investment returns—let’s call them “interest” for purposes of our checking-account analogy—become unrestricted funds functioning as endowment. Brace yourself.

“I will say at the outset, it is very complex,” Livingston says. The expendable funds pool, he explains, is a collection of reserves and expendable funds across the university—more than 8,000 different accounts. Take your intrepid Stanford Alumni Association: “The Alumni Association has monies that they’ve received in the door each year that they haven’t yet spent, and sometimes those funds carry over from year to year—there’s
some mismatch between when monies come in and when they go out,” says Livingston. “My organization is the Bank of Stanford, so we treat each of those accounts like checking accounts. The fund holders deposit their money in the central bank. We guarantee their principal—they can draw on those monies anytime they want—but we don’t pay any interest.”

Instead, here’s what happens to that “interest”: Prior-year investment returns on the expendable funds pool of zero to 5.5 percent flow to the university’s general funds. Anything above 5.5 percent is added to a pair of funds called the buffers. If the return is, say, 10 percent, “that can be several hundred million dollars,” says Livingston. And that’s when some of the interest on Stanford’s collection of checking accounts becomes endowment. Remember that 10 percent, $2.8 billion slice of the endowment pie that is unrestricted, centrally controlled FFE? That’s mostly the buffers.

The buffers have four jobs: First, they keep the expendable funds whole in the case of a negative return. “We still have to guarantee the principal of the expendable funds checking accounts,” says Livingston, “so we use the buffers to replenish any losses they might have had, and that’s where the term buffer came from.” Second, since the buffers themselves are invested as FFE, they provide shares of endowment payout to be allocated by the president and provost, as we talked about in the last section. Third, says Livingston, the buffers serve as “a source of unrestricted capital when nothing else is available.” In fact, this is the only portion of the endowment from which the university spends principal when it needs to address pressing financial needs. In recent years, the Board of Trustees has authorized the withdrawal of $500 million from the buffers to address housing affordability issues for graduate students, faculty and staff.

Last but most certainly not least, the buffers serve as an emergency fund. In June, the board authorized the withdrawal of up to $150 million to fund budget shortfalls related to COVID-19. “If we were to have the most severe earthquake that we can imagine close to campus, we have projected that the financial impact of that would be on the order of $4 billion in damages,” says Livingston. “The buffers have always been viewed as the unrestricted emergency reserve to help bail us out in the event of an earthquake or a pandemic or some other event like that.”

So, yes, Stanford has $27 BILLION in endowment. And, yes, it does, under certain circumstances, tap the principal of the one small slice it can—the buffers. But those circumstances have to be extraordinary.

Kathy Zonana, ’93, JD ’96, is the editor of Stanford.
Social change can seem sudden, as if millions awoke one day to the same realization. But really, scholars say, consensus is constructed through thousands of small acts over generations.

Growing up in the predominantly white town of Los Alamos, New Mexico, Clayborne Carson learned about the civil rights movement from the news: school desegregation, lunch counter sit-ins, the Freedom Riders. But in 1963, he joined the Student Nonviolent Coordinating Committee (SNCC)—Black rights activists who “exemplified the rebelliousness and impatience I felt as a teenager,” he writes in his memoir, Martin’s Dream: My Journey and the Legacy of Martin Luther King, Jr. “We admired King, but he was too cautious,” Carson said recently. “In some ways, the relationship was like this generation with respect to President Obama—admiration for him but not waiting for his guidance.” That guidance—and the resulting inflection point that would transform American race relations—came from young people engaging in civil disobedience.

Carson, now a professor of history and the director of the Martin Luther King, Jr. Research and Education Institute at Stanford, believes the youth made the protests of the 1960s and 2020 possible by turning out in record numbers. “I think that’s the main role of young people in the past two upsurges of protest,” Carson says. “The ’60s in general was certainly sparked by the students in Greensboro who sat in the lunch counter and set off a wave of sit-in protests.” But Carson sees further parallels between then and now: technological innovations that activists harness to organize, to make people see injustice and to sway public opinion, as well as disillusionment with the national story of progress and equality.

More than half a century after the 1960s, the United States may be entering another inflection point after the 2020 protests. But social change requires decades of activism. Movements do their work not only in the streets and in the media but also in the government and in the judiciary. New laws promise change that often comes much later, following horrifying moments when millions of Americans experience a shock to the conscience—such as the eight minutes of suffocation as a police officer knelt on George Floyd’s neck—and realize the promise was never fulfilled. In the long civil rights movement, organizations build on one another, and battles for justice can appear hauntingly similar decades apart, revealing how slow the change has been.

RECIPE FOR CHANGE

To understand the 2020 protests, one needs to look at the life experience of young Americans, Carson explains. “It’s hard to put myself in the mind of a 20-year-old who has experienced both the Obama presidency and the Trump presidency,” he says. “You can’t think of two more different presidents.” Beset with cognitive dissonance, young people holding idealistic thoughts about the United States have had to contend with its struggles: over economic inequality, over health care, over access to education. Then came videos of Black men killed by police, taken on smartphones and distributed on social media, and the founding of Black Lives Matter by civil rights activists Alicia Garza, Patrisse Cullors and Opal Tometi. “It’s striking that here is a movement that, when it started just a few years back, had almost no public support,” Carson says, “and now, according to the polls, the majority of Americans think it’s positive.”

Many of the ingredients of the recent uprisings—a sense of failed promise, the indignation of the youth and the rise of new technology—were also present in the 1960s.
Introduced by the Bell System in 1961, Wide Area Telephone Service—known as WATS lines—offered flat-rate long-distance calling throughout the country and allowed activists to organize and to communicate with the media. Carson, who shifted his field of study from computer programming to American history, became active in SNCC, which relied on WATS lines. He also wrote for the Los Angeles Free Press, one of the era’s most widely circulated underground newspapers—an organizing tool borrowed from World War II resistance movements.

Perhaps the most significant leap in technology was TV broadcast news, whose rise overlapped with the end of the golden age of photojournalism. Images beamed into homes on March 7, 1965—soon after known as Bloody Sunday—would transform people’s view of race in America. As 600 peaceful marchers demanded voting rights in Selma, Ala., state troopers fired tear gas, attacked with nightsticks and charged on horseback. Photos and broadcasts of injured and unconscious marchers shocked the country. “White Americans were able to see Black civil rights activists dressed in their Sunday best, as respectable as they could be, treated with such brutality,” says Allyson Hobbs, associate professor of history at Stanford. “Some white people had thought, ‘Oh, the reports aren’t really true,’ or ‘It’s not really that bad’ or ‘This is exaggerated,’ and then when they see it with their own eyes, they can’t explain it away. I think that’s what happened with George Floyd’s murder.”

Bloody Sunday also shamed the United States globally at a time when it was claiming the mantle of leader of the free world in the fight against communism. “The Cold War did a lot to advance civil rights,” Hobbs says, “because the United States could not afford to appear as a repressive, segregated, violent nation that didn’t respect the rights of Black people.”

President Lyndon Johnson responded to public outrage by introducing the Voting Rights Act of 1965, which prohibited racial discrimination in voting—a victory that might seem sudden to the untrained eye but that was generations in the making. Both that victory and the strategies that made it possible would energize further movements.

**PROMISE VS. REALITY**

1968 saw uprisings around the world opposing racism, state violence and war. It was also the year that changed the path of Estelle Freedman, then a junior at Barnard College. As a freshman, she had optimistic liberal beliefs but was far from being a radical. “Then I came into contact, in sociology and history and political science—as well as on the streets and in the antiwar movement—and in the student movement—with the realization that things are not as you were led to believe and that the government was not so forthcoming about what was happening in the war,” says Freedman, now a professor of history at Stanford. “All of that really came to a head for me in the spring of 1968 during the student protests and strike at Columbia.”

She joined the protests, which accused the university of racism and complicity in the Vietnam War, on the day Columbia called in the police to remove students who had occupied campus spaces. “I was not somebody who would occupy a building,” Freedman recalls. “But I definitely was someone who did not believe that the police were the legitimate resort for resolving an on-campus problem. And one night there was a moment of truth for me. Do you stay and put yourself between the police and the protesters, or do you go back to the safety of your dorm?” She chose to stay, saw the violence against protesters and escaped arrest chased by mounted police. “That changed my worldview. Where do you go from here? Things are never going to be the same again,” she says. “All of this, perhaps ironically, set me on a certain path toward my career. ‘We’re going to build a different kind of university. This has got to change,’ I thought. And it really sent me back into history to understand social movements.”

Freedman, who co-founded Stanford’s program in feminist, gender and sexuality studies, describes the conditions for social change as “an interplay and a delicate balance between long-term trends and more immediate historical contingency.” In the case of women’s rights, as the workplace drew in more women, they claimed more rights as citizens and workers and saw legis-
late and political wins. “By the mid-1960s, if you look at the data,” Freedman says, “it’s a perfect storm: More and more white women were doing what Black women had done historically, which is the double day of wage labor and household and childcare.” Alongside the demographic shift was the political context: In December 1961, President John F. Kennedy had established the President’s Commission on the Status of Women after women helped elect him. Yet working women saw few improvements. “You have long-term demographic and economic trends, political opportunity structures, rising expectations, and then contradictions—and it’s often the contradictions that become the triggers that spark these kinds of social movements,” Freedman says. “People have this hope and this belief that it’s going to work. And it doesn’t. That’s one reason people start to mobilize.”

Though the Civil Rights Act of 1964 and the Equal Employment Opportunity Commission—two victories of the civil rights movement—also prohibited discrimination on the basis of sex, women faced constant prejudice. This contradiction between promise and reality led to the creation of the National Organization for Women, which put promise and reality led to the creation of the National Organization for Women, which put pressure on the basis of sex. The court agreed, 6–3.

In the context of these larger efforts, social change can also be accelerated by events that powerfully move people. Women’s lack of political clout became clear in 1991, when Anita Hill testified about sexual harassment before the Senate Judiciary Committee. “Women had been mobilizing against violence,” Freedman says, “and then there’s this visual on TV—all these white male senators grilling this Black woman, enacting a history of sexualized racism through their disbelief of her account. That is when a cohort of women decided to run for office to try to change that picture.” Another such event was in 2017, when sexual assault and harassment allegations against Harvey Weinstein rocketed #MeToo—created more than a decade earlier by activist Tarana Burke—into public consciousness.

In addition to the work of movements, another route exists for sudden change, Freedman says: “Sometimes there’s so little hope and so much corruption and abuse of power that people blow up. That’s another revolutionary path—one we see in the contemporary political moment.”

### EVERY LITTLE PUSH

Though each of these social movements has a distinct history and set of challenges, they have shared many tools. In recent years, all have relied on the internet and social media, though in the case of Black Lives Matter, the capacity of smartphones to make and share high-resolution videos of police violence has been crucial. Similarly, for LGBTQ people, the internet has been vital, revealing the brutality they face but also providing a new means of building community.

Highlighting how much has changed for LGBTQ rights is the 2020 Supreme Court case prohibiting employers from discriminating on the basis of sexual orientation or gender. The decision referred to the Civil Rights Act of 1964, which prohibits workplace discrimination on account of race, color, religion, sex or national origin. Nearly 60 years later, in *Bostock v. Clayton County*, Stanford law professor Pamela Karlan argued that the plaintiff’s firing due to sexual orientation constituted discrimination on the basis of sex. The court agreed, 6–3.

And yet, though the LGBTQ movement, like the women’s rights movement, has leveraged legislative wins made possible by Black activists, the struggle for LGBTQ rights is a
case apart. Karlan tells the story of *Bowers v. Hardwick*, the 1986 Supreme Court decision upholding a Georgia statute making homosexual sex a felony punishable by 20 years in prison. “When the justices all went to meet after they’d heard the oral argument, where it was just the nine of them in the room, Justice Powell said that he didn’t think he’d ever met anyone who was gay,” Karlan says. “If you fast-forward to 2003, when the Supreme Court overruled the *Bowers v. Hardwick* case, the man who argued the case for the two gay men who’d been charged with a crime was Justice Powell’s former clerk, who was himself an openly gay man.” After the argument, Karlan was in the courtroom with another lawyer when Linda Greenhouse, the *New York Times* Supreme Court correspondent, joined them. “The lawyer said to Linda, ‘What did you think was the most interesting thing about the argument?’ and Linda looked at him and said, ‘The bar section of the Supreme Court.’ And what she meant was that huge numbers of former law clerks to the justices who were gay or lesbian or bisexual had come back to see the argument. And when the justices came out from behind the curtain and they looked out at that audience, there were a whole bunch of gay people who they liked and they respected and they admired and who were part of their family.” Though activists had spent decades cultivating gay pride, the coming out of LGBTQ people accelerated in the 1990s and 2000s; this and their demographic distribution were central to changing attitudes toward them, Karlan says: “Nobody wakes up one day to find out that their kid is Black or undocumented, but all sorts of conservatives woke up to find out their kids were gay.”

This shift in attitudes toward LGBTQ people has been remarkable. In 1988, only 11 percent of Americans favored same-sex marriage. Today, 68 percent do, says sociology professor Michael Rosenfeld, the department’s chair. “U.S. public opinion was so hostile to gay rights that gay people didn’t really have a chance to come out of the closet,” he says. “The police persecuted them. The social stigma against gay people was just tremendous, so in some ways it’s the most dramatic story of social change and public opinion change that we know of.”

Rosenfeld is a social demographer who published a 2010 paper showing no educational disadvantage for children of same-sex couples. He was called to testify in *DeBoer v. Snyder*, in which a lesbian couple challenged Michigan’s ban on same-sex adoption. The case went to the Supreme Court alongside others in *Obergefell v. Hodges*, resulting in the 2015 ruling that same-sex couples have the right to marry under the 14th Amendment—itself ratified in 1868 to grant formerly enslaved people citizenship rights and equal protection under the law.

“There were plenty of politicians in more conservative states in the South who argued that there wasn’t going to be marriage equality in their state,” Rosenfeld says, “but three days later there was, because there wasn’t really a basis for resisting it. It didn’t cost the state anything to provide the marriage licenses to same-sex couples.” This distinction is important: Marriage equality is a nondisplacing movement, he explains. It didn’t threaten the resources of other groups. He compares the 2015 decision with that of *Brown v. Board of Education* in 1954, which ruled against racial segregation in public schools. Resisting that was easier because it required material investment and structural changes: building schools, hiring teachers, busing students. By some accounts, American schools today are nearly as segregated as in the 1960s.

**ON THE THRESHOLD**

While social change has no simple formula, the concept of thresholds describes how movements can escalate. Professor of sociology Mark Granovetter defines a threshold as the point at which, once a certain number of people have joined, a particular individual will also join—for whatever reasons are specific to them. In the case of a protest turning into a riot, some individuals will join if they see only one or two others take action. “Pretty soon everyone is rioting because the zero-threshold person throws the rock through a window and that activates the person with threshold one and they join in, and then that activates the threshold two and so on, until everybody is involved,” Granovetter says.

And yet subtle variations in people’s thresholds can significantly change an
outcome. Slightly increasing a single person’s threshold from two to three might prevent a protest from happening if no one else is present with threshold two. This highlights the importance of young people in movements. For many causes, young people appear more inclined to act—their threshold is often lower—and their sheer numbers may in turn trigger higher-threshold people to join their cause. Thresholds also apply to shifts in attitude, such as toward gay marriage, in a domino effect: People coming out leads to people who are more risk-averse coming out, which in turn helps change the attitudes of more straight people. As larger numbers of straight people become accepting, the more reluctant among them follow suit.

Thresholds may also explain how movements multiply and generate support for one another, which may be why the 1960s were so explosive. The era was also a major inflection point in the rights of Mexican Americans, says associate professor of history Ana Raquel Minian. “Chicano groups could draw inspiration from the struggles of African Americans. Additionally, the prominence of the Black civil rights movement helped other social movements attain visibility and produced an atmosphere in which Americans were more ready to support people of color and minorities.” The ’60s saw a flourishing of such groups, with the Native American Red Power movement looking to Black Power activists and Chicano groups like the Young Lords and Brown Berets to the Black Panthers. King’s strategy of nonviolence, inspired by Mahatma Gandhi, in turn inspired César Chávez’s approach to United Farm Workers, a largely Mexican American labor union that he co-founded with Dolores Huerta, who devised its motto *Sí se puede*—“Yes we can”—itself taken up by movements and leaders around the world, including Barack Obama. As in the ’60s, events of the past few years may be an indication that many thresholds have been crossed: with #MeToo; the 2017 Women’s March, the largest single-day protest in American history; and Black Lives Matter—perhaps the largest movement in U. S. history, with up to 26 million believed to have joined the George Floyd protests thus far.

**LOOKING INWARD**

“When I was 19 at the March on Washington,” Carson recalls, “I had nothing to do with organizing. I was just a 19-year-old kid attending my first demonstration. I’ve since learned that it took veteran organizers and all the civil rights groups together months of planning to produce a protest of 200,000 people.” He also learned about the long tradition of social movements. The Southern Christian Leadership Conference, established in 1957 after the Montgomery Bus Boycott victory and presided over by King, was run by individuals who previously organized with the Communist Party, the labor movement and the NAACP. Carson himself became active in SNCC and the antiwar movement, and he was beaten up by police in protests that many Americans have never heard of, on days when other Black protesters were killed. So while inflection points make for tidy stories of change, the most important story is perhaps that of the long civil rights movement and the long history of the struggle for human rights.

Like Carson, Allyson Hobbs, director of Stanford’s African and African American studies program, emphasizes the length of the civil rights movement and the importance of understanding activism dating back to the Civil War, if not earlier. There were constant efforts to defend Black communities against white brutality, as in summer 1919, after the First World War. “A number of Black soldiers were lynched in their military uniform,” she says. “These Black soldiers were coming back, and they’re thinking, ‘We fought for this country. We were going to give our lives for this country. We can’t come back and nothing’s changed.’”

To understand the struggle for human rights and dignity, she emphasizes, requires engaging with complexity, with concepts like intersectionality—a term introduced by legal scholar Kimberlé Crenshaw in 1989 that refers to the ways in which an individual’s social and political identities, such as race, gender, class, sexuality, appearance and ability, combine in distinct expressions of privilege and discrimination.

Within the context of this larger struggle, Hobbs sees the George Floyd protests as an inflection point, fueled by the pandemic—40 million Americans unemployed, young people out of school with time on their hands—and by the even more apparent
CONFRONTING
ANTI-BLACK RACISM
AT STANFORD

University renews efforts to improve inclusion, instruction and campus safety.

“The events of recent weeks following the murder of George Floyd have made us all painfully aware of the shameful legacy of anti-Black racism and how it endures in our communities and our country,” Stanford president Marc Tessier-Lavigne wrote in his June 30 email to the Stanford community. He described the steps the university is taking to create a more inclusive campus environment, such as hiring 10 new faculty members in the humanities, social sciences and STEM fields—“eminent scholars and researchers who are leaders in the study of the impact of race in America.” Tessier-Lavigne also announced the creation of the Center for Racial Justice at Stanford Law School, which will make policy proposals and publish research papers while offering conferences, workshops, public programs and policy labs.

Furthermore, the university has set the goal of fostering a new generation of scholars working on race in America through the IDEAL Engage initiative (Inclusion, Diversity, Equity, and Access in a Learning Environment). The Provostial IDEAL Fellows Program will provide three-year fellowships to four or five recent PhD recipients whose research focuses on race and ethnicity. IDEAL Engage is also offering antibias training programs for staff and senior leadership; career development programs for staff of color; and Brave Spaces, a virtual forum in which staff can discuss anti-Black racism with the goal of creating a more inclusive campus experience. In addition to these efforts, Tessier-Lavigne has appointed deputy athletic director Patrick Dunkley and professor emeritus of psychology Claude Steele as co-chairs of the newly created Community Board on Public Safety, which will evaluate the Stanford community’s relationship with policing as well as improve its communication with the university’s department of public safety.

Future projects include conducting a university-wide self-study on how best to support race and ethnicity studies; finding a new director of the Martin Luther King, Jr. Research and Education Institute; determining whether the African and African American Studies program should become a department; and forming a Black Community Council, which will connect Black alumni with students, faculty and staff to provide guidance with initiatives to support Stanford’s Black community.

These programs and more are just the starting point, Tessier-Lavigne says in his letter. “Eliminating racial injustice on our campus, and helping eradicate it in our society, will require a rigorous, comprehensive and sustained effort.”

Deni Ellis Béchard is the senior writer at Stanford. Email him at dbechard@stanford.edu.
Cash-back and rewards for alumni

The Stanford Alumni Rewards Visa® credit card now has premium lifestyle benefits only available for Visa Signature cardholders.

—Earn up to 3% cash-back, pay no annual fee, and enjoy new rewards and discounts.
Marty Hartigan thought he had the flu. After his typical Sunday night red-eye from his home in Coto de Caza, Calif., to Chicago, the Deloitte consultant felt unusually tired. Then, during a client meeting on Monday, Hartigan, ’89, felt chills and tried to keep from shaking. On Tuesday, he stayed in his apartment, drinking Gatorade and taking Tylenol. The next morning, July 17, 2019, his daughter, Kayleigh, then a rising junior at the University of Virginia who was visiting on a layover, noticed her dad struggling to talk. She refused to leave for the airport until he saw a doctor. She googled the closest emergency room and called an Uber to go to Northwestern Memorial Hospital. Hartigan, wearing flip-flops, shorts and his Winston Churchill “We Shall Never Surrender” T-shirt, couldn’t even stand on the elevator ride down from the 35th floor. When he arrived at the ER with Kayleigh, he remembers someone asking if he had a do-not-resuscitate order. His answer: “No! I want to be resuscitated!”

Then, he says, “I blacked out for 10 days.” When he regained consciousness, Hartigan learned he had nearly died. A strep A bacterial infection, possibly from strep throat, and his body’s unusually strong inflammatory response to it, had dramatically lowered his blood pressure, causing septic shock and multiorgan failure. A rare hyperclotting condition called purpura fulminans led to blocked arteries throughout his body and, ultimately, to amputations of both lower legs, one forearm and most of his opposite hand. “Anyone who needs the intensive care unit could die,” says Clara Schroedl, the assistant professor of medicine and medical education at Northwestern University who was Hartigan’s critical-care doctor during the first few days. “Even within our intensive care unit, we have severity of illness that varies. He was way on the side of severe.”

Until summer 2019, Hartigan’s life had resembled one of those picture-perfect holiday cards. He was a partner at one of the world’s top consulting firms and lived in a Southern California house with a home gym. He had married his sweetheart from his UCLA business-school days, Darcey, who taught high school until the arrival of their second child, Matt, now a sophomore at Indiana University. There was, of course, a downside: “We weren’t together much,” says Hartigan, who often spent four or five days a week traveling to clients in places like Texas and Mississippi, though he still managed to coach Little League.

Hartigan’s hospitalization and, nine months later, the pandemic shutdown, combined to change all that. The family spent this spring huddled in Hartigan’s two-room Chicago apartment, with rehab and college on pause. (Marty and Darcey have since returned to Southern California.) “It’s like a second chance,” Kayleigh says. “We
appreciate the things we didn’t appreciate before, like being together.” And going to the bathroom, in Hartigan’s case. He spent a few unhappy weeks on dialysis before his kidneys miraculously started to work again. “I started to tell people I was the king of pee,” says Hartigan. “I never got upset. I never went through the ‘Why me?’”

‘KIND OF FLUKY’
There was no foreshadowing, no hint of a brewing medical emergency. Hartigan remembers feeling great at a July 3 barbecue in Coto de Caza. “Oddly enough, my memory is very hazy of the two weeks before I got sick,” he says. In retrospect, he thinks he “possibly” had a sore throat the weekend before he ended up in the ER. But he isn’t sure.

“You can get sepsis from any kind of infection—a dog bite, a urinary tract infection,” says Fritz Glaser, ’89, MS ’89, an orthopedic surgeon in Fresno, Calif., and a Sigma Chi brother of Hartigan’s. “Marty’s was kind of fluky.” Glaser jumped in to serve as Hartigan’s medical interpreter and advocate during his four-month hospital stay, and later “MacGyvered” an easy wheelchair-to-toilet seat, a shower chair and a shower head with a hose for his Chicago apartment. “He’s the most loyal human being I’ve ever met,” Hartigan says. (The two were each other’s best man at their respective weddings.)

In the emergency room, doctors put Hartigan on a ventilator to preserve brain function, gave him antibiotics to treat the infection and administered vasopressors to raise his dangerously low blood pressure. When Darcey arrived from California, she was “completely shocked,” she says. “No one told me when I walked in there that he would be on all these life-support machines,” she says—and they reminded her of her father’s death nine years prior. She called her sister and broke down crying. “I said, ‘He looks really bad. He looks like Dad,’” she says.

Physicians kept delivering dire prognoses. “Every time a doctor walked in the room, my heart would constrict,” Darcey says. “I really hated when the doctors came in the room.”

And yet, every time, Hartigan pulled through. The staff nicknamed him Marty Harty—seemingly a play on hardy and hearty, says internal medicine resident Avni Bavishi, who kept one of the “MartyStrong” bracelets Darcey had handed out as a talisman. She remembers when Darcey learned her husband might need amputations of his limbs. Darcey’s response, Bavishi says, was immediate and clear-eyed: “That’s fine. Marty can live without his limbs, but we can’t live without Marty.”

Ensuring that enough blood and oxygen flowed to Hartigan’s heart and brain—the priority—meant not enough could get to his extremities. So when he regained consciousness, he saw that his limbs were “shriveled and dark—like, brown,” he says. Doctors amputated his legs from just below the knee (on August 9), his left arm below his elbow (August 15), and the right thumb, index finger, pinky and middle finger down to its last joint (also August 15). Initially, Hartigan called these residual limbs his “stumps” or his “stubs,” he says. “One of the therapists said in a very nice way, ‘Your residuals.’”

Over nearly three months, Hartigan had 18 surgeries, many of them to remove dead
tissue to preserve his knees with an eye toward his future mobility. “It’s much easier to learn to walk on prosthetics where you have your knee,” Hartigan explains. Some of the operations took eight to 10 hours. “You have to sew blood vessels under the microscope,” says Jason Ko, an associate professor and Hartigan’s plastic surgeon at Northwestern. “Marty is and was the best patient ever. Life is short. These terrible things can happen. No matter what ridiculous decision we had to make, he always remained positive.”

But no one, not even Hartigan, can be perpetually positive after losing parts of all four limbs. His low point? Breaking his tooth on a Subway flatbread chicken sandwich in October. “I was despondent,” he says. “I couldn’t believe that after everything else, my tooth cracked. I had a pity party for about a half hour.”

THE REHAB ROAD

After his release from Northwestern Memorial in November, Hartigan moved to the nearby Shirley Ryan AbilityLab, where he worked daily for six weeks with physical and occupational therapists to regain strength and learn how to slide out of bed into a wheelchair. Then he moved back to his Chicago apartment, returning to AbilityLab twice a week for three hours of PT and OT. “He’s really had a great attitude about the whole thing and a lot of gratitude,” says Mark Huang, an AbilityLab physician and a professor in the department of physical medicine and rehabilitation at Northwestern University’s Feinberg School of Medicine. “It’s a long road.”

A year after his near-death experience, the former Stanford rugby player who ran 1,000 miles in 2018 is coming to terms with a different life and body. “Life as a quad amputee is the new normal,” Hartigan says. A fit 185 pounds before he entered the hospital, he weighed just 125 pounds four months later, when he transferred to AbilityLab. (He is now back up to 165, which, minus an estimated 20 pounds for the amputated limbs, is the full Marty.)

“It’s a big change all at once,” says Eileen Wilmsen, Hartigan’s occupational therapist at AbilityLab. “It’s the kind of recovery that may take months, years, to be back into that normal routine. Marty’s putting in everything he’s got.”

In January, Wilmsen was helping Hartigan figure out new ways to perform everyday tasks: how to shave, toast a bagel and spread it with cream cheese, take a shower, eat independently and transfer from his wheelchair to the toilet. Hartigan calls them “things you take for granted.” By February, he and Wilmsen were working on “life hacks,” such as
using a tongue depressor to pop open the lids of food-storage containers. Reusable storage bags proved trickier. “Ziploc is like Kryptonite to me,” Hartigan said. He looked around: “What’s next? What can I open next?”

Meanwhile, in physical therapy, Laura Vinci de Vanegas had Hartigan balance on a big medicine ball. “If I fell forward, I’d fall on my face,” noted Hartigan afterward. “I was nervous, but I just kind of went for it.” Then he did it again. “Marty, you’ll be teaching adaptive Pilates!” Vinci de Vanegas exclaimed. She emphasized that this work, and soon, prosthetic legs, would help Hartigan return to life in the community.

Hartigan had already adapted to a left-arm prosthetic with a wrist that rotates and a highly functional hook, folding laundry neat enough to please Marie Kondo. “It’s very incomplete compared to what an arm would be,” he says. “But if you think of it as a tool, it’s amazing.” Though his right arm is more intact, he calls it his forgotten limb. “I have a weird half hand,” Hartigan says. “There’s no, ‘For weird half hands, here’s the device you put on.’” Nevertheless, he does not want to undergo additional surgery, even if having a second prosthetic arm might make some tasks easier. “No, no, I’m done with amputations!” he says. He typically texts and types by dictating to speech-recognition software, then correcting its mistakes with the remaining joint of his right middle finger.

“Seeing the potential for returning to an independent life, even after an extreme loss like this, is what we’re trying to help Marty navigate through,” Vinci de Vanegas says. “He is a very motivated, active young person. We want life with the prosthetic limbs to reflect as much of his previous life as possible.”

But the timeline was slower than anyone expected. “When we decided he would have to be amputated, it sounded like, ‘It takes two months to heal, and then you’ll have prosthetics,’” Darcey says. She thought, “We’re going home at Christmas.” Of 2019, that is. Hartigan is philosophical about it. “If I didn’t have such good doctors, I probably would have been amputated above the knee,” he says. “These guys did this amazing job to reconstruct my knees. In doing so, though, the rehabilitation from the construction has been much more difficult than they envisioned, and we thought.” The joints, he explains, had frozen to some degree.

**COVID TIME**

Hartigan and Darcey had begun making plans—flexible plans—to return home. In late 2019, they sold their 4,500-square-foot house in Coto de Caza—too big for empty nesters and not wheelchair friendly. And in April, they bought a one-story home in San Clemente, Calif., that they’re retrofitting with an accessible bathroom and wider doorways. But along with their kids, who were finishing their college semesters via Zoom, they spent March, April and May in Hartigan’s 800-square-foot two-bedroom apartment in Chicago, watching *Tiger King*, *Parasite* and *Animal House*. Hartigan, whose skin was still healing and who couldn’t be bumped during the night, slept in the smaller room, and Matt, Kayleigh and Darcey slept in the other. They fashioned a desk for Matt by duct-taping a closet door to two barstools.

Hartigan’s doctors told him to assume he is at high risk of COVID-19 complications, so he temporarily stopped going to outpatient

‘THE 2.0 IS BEING MORE IN THE PRESENT. IF I LOOK TOO FAR IN THE FUTURE, IT SEEMS LIKE THIS IS VERY HARD AND VERY SLOW.’
PT and OT. Darcey felt safe running outdoors. Not Kayleigh, who worried she’d contract COVID-19 and infect her dad. “I tell her, ‘You don’t need to worry,’ and she says, ‘That’s what you told me last time,’” Hartigan said.

Meanwhile, Hartigan stayed in the apartment and did what he could to prepare his body for prosthetic legs. “They’re holding back for all the right reasons,” he said. “If I can’t bend my knees, it’s like walking on stilts.”

From the moment he woke up, he’d work on core strength and range of motion for two to three hours each day. “It’s not like I have anything else to do,” he said. “This is it.”

On June 3, it was time. Hartigan took a COVID test and was readmitted to AbilityLab. The next day, he took his new, custom prosthetic legs for a spin around the lab, using a walker. The day after that, he walked about 40 feet. Back in California since July, Hartigan now uses the prosthetics and walker rather than a wheelchair when he leaves the house. Doctors expect that someday he will be able to run again.

Hartigan was motivated by an additional goal. “I want to be taller than my son again,” he said in the spring. (Matt is 5-foot-11, and Hartigan had a half inch on him before his amputations.)

Regardless of who is taller at any given moment, Matt still looks up to his father. For Christmas, Matt gave Hartigan silver dog tags that read, “To my dad. I’ll always be your little boy. You’ll always be my hero!” Hartigan always wears them.

MARTY 2.0
Hartigan, who took a yearlong medical leave of absence and then retired from Deloitte, doesn’t know whether he will return to full-time work. In the past, he says, he used to think, “I’m going to work really hard now because then I’ll have the rest of my life to relax.” But “Marty 2.0,” as he describes himself, is “rebooting,” focusing on rehab and then figuring out what’s next later. “I spent a lot of time thinking about meetings or clients or events in the future,” he says. “The 2.0 is being more in the present. If I look too far in the future, it seems like this is very hard and very slow.”

Darcey, previously a big planner, calls herself a “day-by-dayer” now. “Lead your life today because you don’t know about tomorrow,” she says. She is grateful for the example of the couple’s new friend Jay Scher, an athletic 45-year-old and fellow Northwestern patient who lost limbs through septic shock six months before Hartigan. “He’s someone we look up to,” says Darcey, who notes that he helped them understand the possible rehab timeline.

Advice like Scher’s helps Hartigan focus on near-term goals. “I don’t think about it being like one gigantic milestone,” he says. Instead, he works on learning to be patient—“being patient in all ways, being patient when things are hard to do.”

And, he points out, not every outcome of his illness has been negative. “I’ve been on paid vacation for nine months,” Hartigan said in the spring. “My whole family is here with me. I’ve seen my friends more in the past nine months than in 20 years. In a bad situation, there have been a lot of good things.”

He and Darcey may have missed their planned silver-anniversary Caribbean cruise last September, but now they spend a record amount of time together. “It’s made me closer to my husband,” says Darcey. “He was gone Monday through Friday. Now we’re glued at the hip. Until I almost lost him, I didn’t realize how much I loved him.”

Hartigan has reconnected with his friends from Stanford rugby (he was the president) and Sigma Chi (he was the president). Fraternity brother Dan Druker, ’88, set up a
Sunday virtual cocktail hour with eight of the guys. He also delivered a signed Stanford football to Hartigan’s hospital room in the early days—only to discover that K.J. Costello, ‘20, and Austin Maihen, ‘19, who went to high school with Kayleigh and Matt, had beaten him to it.

“Marty being who he was, the primary guy everybody turned to in tough times, made all of us feel we had to be twice as supportive,” says Sean Walters, ‘91.

For their 30th reunion weekend last October, Tim Brien, ’89, visited Hartigan in Chicago instead of heading to the Farm. Sigma Chi brothers Tom Ellis, ’88, and Richard Stanley, ’90, came along. “There isn’t anybody who doesn’t like him,” says Brien. He sees a parallel between Hartigan’s situation and poker, which the Sigma Chis used to play together. “Just because you’re dealt a bad hand doesn’t mean you’re out of the game,” says Brien. “You can still win with a bad hand.”

It’s no accident, says Michael Colglazier, ‘89, that so much of Hartigan’s support has come from the Stanford community. “That rekindling and outpouring—the engagement that went into Marty and his family—that happens because of the memories and the relationships that Stanford forges with its alumni,” he says. “It’s a combination of Stanford being what it is and Marty being who he is.”

Hartigan has even talked with Stanford robotics researcher Steve Collins, a professor of mechanical engineering who introduced him to colleagues at AbilityLab. “I found him super engaging, smart and helpful,” Hartigan says. Alas, Six Million Dollar Man–style bionic limbs may not be ready in his lifetime. “People are fantastic machines,” says Collins. “The best robots we have are just barely starting to catch up with humans in a couple of specific tasks. We have evolved over hundreds of millions of years. When you try to engineer a comparably complex system using design techniques, rather than human evolution, it’s way harder.”

A shorter-term goal: Fellow Sigma Chi and rugby player J.B. Handley, ‘91, who calls Hartigan “a combination of a big brother, a father and a primary mentor for me,” is trying to rally the Stanford guys to go to Las Vegas when it seems safe to do so, and Hartigan hopes to join them. “There’s a saying at Sigma Chi about strong arms around you,” says Handley. “He has those strong arms around him now. Just because we all went to Stanford doesn’t mean we all don’t have hard times.”

Every Wednesday at 7 p.m. Pacific, a bunch of those men with strong arms—Glaser, Colglazier, Brien—gather, with Hartigan, on the phone. Hartigan cherishes the time they now spend together. “We were all too busy,” he says. “Ultimately, it’s living in the present much more than I did. I was always thinking about what would come next.”

Karen Springen, ’83, a former Newsweek correspondent, is a clinical assistant professor and director of the Journalism Residency program at Northwestern University’s Medill School.
They say a picture is worth a thousand words, but pictures don’t begin to tell the story.

Consider the world in new ways with Stanford scholars.

Stanford TRAVEL/STUDY

alumni.stanford.edu/goto/travelstudy
4 Stanford scholars on how the pandemic could transform us.

Walter Scheidel • Michael Wilcox • Kathryn Olivarius • David M. Kennedy
When the bubonic plague came to Europe in October 1347, it killed more than 20 million people in five years. The crisis created an opportunity to level income inequality, with labor shortages so severe that they drove up average wages. The wealthy fought the economic trend with gusto.

If that were Europe today, what might leaders have done differently? If ever there was a time to double down on history lessons, it’s during a crisis like COVID-19. When people faced similar cataclysmic events in centuries past, their descendants often ended up with cautionary tales. Smallpox decimated populations the world over for 1,500 years. Yellow fever perpetuated extreme social inequality in the American South, with enslaved people sent to work in mosquito-ridden cotton fields and “unacclimated” immigrants—i.e., those without antibodies—cast out of the job market. During the Great Depression, the “roaring industrial expansion that had boomed since the Civil War hushed to a near standstill for half a generation,” writes history professor emeritus David M. Kennedy, ’63. But the crises also necessitated inventions, and now we have vaccines and social safety nets and sophisticated monetary policy.

Certainly in our lifetimes it’s unprecedented for everyone on the planet to be grappling with the same crisis at the same time. As we contemplate the notion of a broad-based recovery, four history experts weigh in on how we might learn from the past instead of repeating it.

—Jill Patton, ’03, MA ’04

What We Can Learn From

THE PLAGUE

Power and resistance to it will shape our recovery from pandemic times.

One lesson we can learn: In the late Middle Ages, the Black Death killed perhaps a third of the population of Europe. So many succumbed to the plague that labor became scarce and demand for land fell. Yet landowning elites resisted compromise: They lobbied rulers to impose laws against higher wages and generally did what they could to keep the masses down. Only where they failed did the poor end up less poor and the rich less rich. The lesson is clear: Political power and popular resistance play critical roles in shaping the consequences of a pandemic, and that’s as true today as it was then.

One probable outcome: A big crisis doesn’t necessarily change the direction of a society’s development. More often than not, it merely accelerates and amplifies existing trends. Throughout history, only the most dramatic upheavals have turned into true game changers. The coronavirus crisis won’t be one of them: It isn’t anything like the Black Death, or even the Great Depression. As long as quantitative easing—“printing money,” as the media likes to say—keeps corporations afloat and renders mass unemployment manageable, and modern medicine holds out a credible promise of deliverance, our society is unlikely to experience radical change. Instead, the pandemic is boosting shifts that were already underway, from digitalization of the workplace to skepticism of globalization. It has also widened the gap between protected and precarious workers, between young and old, and between digitally connected and disadvantaged students.

One opportunity we can glean: But all is not lost. Even lesser crises encourage us to consider alternatives. We saw this in 2008, when the Great Recession put social and economic inequality on the agenda. The current shock once again reminds

Walter Scheidel

is a professor of classics and of history and the Dickason Professor in the Humanities. He studies ancient social and economic history. Among his books is The Great Leveler: Violence and the History of Inequality from the Stone Age to the Twenty-First Century, in which he makes the case that only catastrophe or mass violence can substantially temper economic inequality.
One lesson we can learn: I ask people to reconsider the idea that diseases are these free-floating, biologically neutral elements of human societies, and that when they latch on to a specific population, it wreaks havoc on them as part of a natural, evolutionary process. Part of that story is that Native Americans lacked immunity to these diseases—that there’s something deficient in our DNA that did not allow us to respond to these diseases in the same way that Europeans did.

But these same diseases decimated populations in Europe. Every year we still have to get inoculations for all types of infectious diseases. People talk about disease in the Americas as if it erased “virgin” Native populations. But pathogens move and adapt to our circumstances and behaviors. We need to include colonialism as part of this equation—social and sexual violence, land dispossession, lack of access to clean water and traditional foods all could be considered comorbidities. Population declines were the product of a whole host of factors directly related to colonial activities.

One consequence of the mission system in California was that Native people were put into barracks that had 20 to 30 people in a single room. The rooms were segregated by sex, so people were not allowed to reproduce. These tightly packed quarters are the exact nightmare for disease spread.

Colonization wasn’t an accident. The health outcomes of Native peoples, who were at the bottom of the social ladder in colonial societies, were purposefully engineered that way.

One probable outcome: Look at the way that COVID-19 is affecting different populations. On the Navajo reservation, many people don’t have access to clean water to wash their hands. There isn’t access to good health care. Through changes to their diet, they’re predisposed to comorbidities, such as diabetes. These comorbidities are not part of any natural biological process; with Native peoples, they are a product of colonial policies in the past and also in the present.

Many communities of color live in food deserts—places where you don’t have grocery stores. People can’t purchase fresh fruit or vegetables, and they end up with a lot of processed foods. When those communities are affected disproportionately by COVID-19, you can see there are things that go into their poor outcomes that don’t have anything to do with their not wanting to be healthy or their having poor health and hygiene habits. I’m worried about poor communities being blamed for things. And the ease with which we seem to be writing off our elderly population as expendable blows my mind.

One opportunity we can glean: We have a problem in this country right now with articulating a sense of community that we all can believe in. The impact of that is that our political divisions are playing out in our health outcomes. There are real manifestations of not believing that you are connected to your fellow human beings.

Americans like to believe that we are part of a special social experiment where life, liberty and the pursuit of happiness is something that we all share. But it doesn’t seem like we have really figured out how to create or maintain community as a nation when we need one another.

Our society is being driven apart at the same time that we need to act as one. We are raising questions about who we are and how we act appropriately toward those who are most vulnerable in our society. Are they us or are they not us? If they’re us, then we need to act.

Michael Wilcox is an Indigenous archaeologist and a senior lecturer in Native American studies at the Center for Comparative Studies in Race and Ethnicity. He was on the anthropology faculty from 2001 to 2017. He studies the intersections of colonial violence, disease, forcible removal and food sovereignty in Indigenous populations. His Bay Area-based research challenges the contention that California Indians became extinct during the colonial period.

What We Can Learn From Smallpox

Biological contagion is only part of the story.

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What We Can Learn From

YELLOW FEVER

One lesson we can learn: Disease is never just a biological event. It’s a social and economic one, too. Epidemics show the seams of society—what’s strong and what’s not. In the case of yellow fever, which in the 19th century killed about 50 percent of the people it infected, it exacerbated many forms of privilege and discrimination that already existed. Society became stratified not just along the lines of race but also by this immunity calculus, with so-called acclimated citizens on the top. If you were unacclimated, you could not get a job. You could not live in certain places. You could not get life insurance. Being immune became one of the most important credentials you could possess. The system of privilege that developed enabled the economy to keep functioning.

There are many differences between 19th-century yellow fever and 21st-century COVID-19. The latter is a lot less fatal. We were able to map the genome of this virus almost immediately. However, we are seeing some of the same social effects as we await a vaccine. There is incredibly disparate access to health care. One of the things that is very similar—and scary—is that we are potentially looking at an endemic disease that we’re going to have to live with long term and adapt to.

One probable outcome: Some leaders have adopted the line that it’s almost a patriotic act to go back to work and “reopen” our economy. This sets off a sort of lightning bolt in my head. That is exactly the cynical, ultra-individualist, blindly commercial attitude we saw before: that public health is not the responsibility of the government; it’s the responsibility of individuals to take on disease risk.

It’s framed as a choice, but this is not a real choice for many people. They don’t have an option but to go back to work, often in very dangerous circumstances. This is disproportionately true of people of color, poor people, undocumented people, wage-workers without the kind of leverage or recourse that others have. We’ve already seen people make the rational choice to go out and get sick so that they can hold this immunity credential. That invites huge, huge problems for people’s individual health and their community’s health.

One opportunity we can glean: Americans are individualistic. Hopefully, this can become a civics lesson in how to build a more collaborative society: We Californians have to cooperate with Texans, who have to cooperate with Germans, etc. And obviously, wear a mask to protect those around you.

We could also fundamentally restructure health care to acknowledge that it’s a right deserved by everyone; that it actually benefits society writ large for everyone to have access. We could use this moment to reset quite a few sectors of our economy and governance, to try to make people feel protected and valued by the state. New Orleans in the 19th-century South never did any of this stuff. They doubled down on a hyper-libertarian attitude toward health. The end result—biologically justified inequality—wasn’t pretty. We don’t need to go back to that world.

Kathryn Olivarius
is an assistant professor of history. She studies 19th-century America with a focus on the antebellum South, the greater Caribbean, slavery and disease. Her research explores how epidemic yellow fever disrupted society in the Deep South when, nearly every summer, the mosquito-borne virus killed up to 10 percent of the urban population.

What We Can Learn From

THE GREAT DEPRESSION

If an issue sticks around long enough, a sluggish system may rise to the challenge.

One lesson we can learn: The Great Depression lasted 11 years, as customarily measured, from 1929 to 1940. Its initial impact was especially swift and brutal, putting one of every four breadwinners out of work by early 1933, in an age that knew nothing of unemployment insurance or any kind of meaningful safety net. Yet candidate Franklin Roosevelt was not alone in 1932 when he reflected on the mystifying
dociility and stoic passivity of the Depression’s victims. “Repeatedly he spoke of this,” Roosevelt confidant and brain truster Rexford Tugwell recorded, “saying that it was enormously puzzling to him that the ordeal of the past three years had been endured so peaceably.” Americans of that day proved remarkably capable of submitting to long-term misery as a way of life.

Today’s Americans show no such qualities of patient resignation in the face of hardship, nor do their leaders—as dramatically evidenced in the rapid counter-punches that both the outgoing Bush administration and the incoming Obama administration delivered to the Great Recession of 2008–2009, not to mention the bipartisan relief measures enacted at the outset of the COVID-19 pandemic. Not least because of the Depression experience, we are much less prepared to tolerate remediable misery and more ready to accept—indeed, to demand—that the full panoply of governmental power be deployed when crisis strikes.

Unlike the still-debated drivers of the Great Depression, the root cause of today’s crisis—the SARS-CoV-2 virus—is a sharply focused target against which the formidable weight of this and many other governments is being thrown. So there’s good reason to believe we are not doomed to repeat our forebears’ decade-long ordeal.

One probable outcome: Much will depend on its duration. The Great Depression provided the opportunity for the Franklin Roosevelt administration to enact the New Deal, a comprehensive set of innovations that permanently transformed much of the American social and economic landscape, in my judgment for the better.

At the outset of the Obama administration, in 2009, many people believed that a comparably transformative moment had arrived. The parallels with the Hoover-to-Roosevelt transition in 1933 were ubiquitously invoked: a reform-minded Democratic president succeeding a failed (or surely less than fully successful) Republican, in the midst of a cataclysmic economic crisis apparently careening toward Great Depression 2.0. Obama’s first chief of staff, Rahm Emanuel, summed up the mood in a memorable quip: “You never want a serious crisis to go to waste.” But for all the extravagant hopes of that moment, the Obama administration managed to achieve only modest reforms (notably including the still-contested Affordable Care Act).

The Great Depression lasted more than a decade; the New Deal’s principal and lasting reforms—notably the Social Security Act—date from mid-decade, five years into the Depression and two or more into Roosevelt’s tenure. Thanks to lessons learned from that episode, the Great Recession was stopped in its tracks in a matter of months, and the window of political opportunity was slammed shut.

So what should we expect the COVID crisis to produce? If, as some anticipate, an effective vaccine is developed quickly, the crisis will have proved to be relatively short-lived and we should therefore not expect to see big consequences. But if, dreadful thought, the pandemic and its attendant economic paralysis persist for years, we might see major changes, for better or for worse.

One opportunity we can glean: We live in a constitutional order and a two-century-old political culture that by intention and habit are formidable impediments to change. In such a system, lasting change, if it happens at all, comes only in the context of hugely disruptive calamities, like the Civil War and the Great Depression. The founders, in short, built a political machine designed to constrain the exercise of power, not facilitate it.

So, the arc of possibility in our own day will be largely defined not only by the depth but also by the duration of this crisis. One might better say of these three crises: pandemic, economic coma, and strenuously renewed calls for racial justice in the wake of the killings of George Floyd and others.

If there is a point at which these three crises converge, it’s likely to be in the realm of health care. The last several months have surfaced several deficiencies and associated inequities afflicting our society: the inadequacy of governmental institutions tasked to protect the public’s health (despite countless warnings from epidemiologists over many years about the need to prepare for increasingly likely pandemics); the vulnerability of patients whose medical insurance is tied to their place of employment; the fragility of a consumer-based economy when consumers are confined to their quarters; and, though not caused but amplified by the media coverage of racist police behavior, the scarcely less scandalous revelation that communities of color have the poorest health and the highest COVID-19–related mortality rates of all Americans.

So if the energies generated in these several dimensions of disruption can somehow be coordinated and focused, we might at last join the family of nations—that’s virtually all of them in the so-called developed world—who manage to provide quality health care to all their citizens, all the time.
LENORA CHU is a journalist and the author of Little Soldiers: An American Boy, A Chinese School and the Global Race to Achieve. She graduated from Stanford with a BS in civil engineering.

WORKING PARENTS ARE bone-tired.

That much is clear with two Southern California professors’ well-documented tour of our triple-crown quest to be the “Ideal Worker,” the “Perfect Parent” and the “Ultimate Body.” Among the memorable stories included in Dreams of the Overworked: Living, Working and Parenting in the Digital Age, by Christine M. Beckman, ’91, MA ’91, PhD ’99, and Melissa Mazmanian, is that of a single mother who aims for a daily 4:30 a.m. treadmill run before dropping off her kids at school, with only a Starbucks vanilla latte fueling her hour-long commute.

Sound familiar? As Beckman and Mazmanian trail the family lives of nine California-based executives, it’s indisputable that the “mental checklist is long” in their daily schedules, which could be described as insane. Yet while other experts might recommend chucking the checklist, the authors intrinsically understand that stepping off the hamster wheel requires much more effort than we think.

Toward that end, via eight years of research and observation, the authors have given us the terminology to assist our search for sanity. “Scaffolding” builds the floor underneath the daily quicksand that might otherwise sink us, the authors write, as they describe the many layers of informal, community and paid help that make it possible to keep our busy lives on track. Roger’s wife, for example, manages their children’s schedules so that he may train for a triathlon. Olivia’s childcare is bolstered by willing grandparents and paid assistants. Katrina’s half-sister lives in-house to manage the children, while neighbors of other lucky research subjects might drop off groceries before dinner.

What’s especially eye-opening is the authors’ crafting of language to make all this invisible work, well, visible. It’s not only the physical and mental work of, say, cooking dinners and tracking appointments, but also two much less heralded categories: the coordinating work required to arrange schedules, and the emotional labor of recognizing and appreciating those who make our dreams possible.

Ultimately, the book is a call to action to celebrate our unsung heroes. The authors cannot be faulted for falling short when it comes to decelerating the frenzy: They implore us to ask more of our technology, our employers and our politicians—whom, they write, we should lobby to align workday and school hours, and also to fund universal preschool. Also, we should “relax” and “get some sleep,” they say. In the end, though, the insight and timeliness of this working-family study is matched only by the sense of impossibility that we face in relieving the exhaustion.

When someone wants someone else’s attention they just have to give the string the tiniest of tugs (send a text, leave a Snapchat video, drop an email) and the tug is felt instantly, with force.

We Recommend

Rethinking It

The Vanishing Half
Brit Bennett, '12; Riverhead Books. A family fracture nearly a half-century long begins when one twin sister abandons the other not long after the two run away from their skin-color-obsessed Louisiana hometown.

Take Two: A Journal for New Beginnings
Kate Simpson, MA '98, Ellen Watson and Kari Herer; Chronicle Books. If ever there was a year desperate for a do-over, it's 2020. This gift-perfect gem gently nudges you toward a mindset of resilience.

Break the Good Girl Myth: How to Dismantle Outdated Rules, Unleash Your Power, and Design a More Purposeful Life
Majo Molfino, MA '13; HarperOne. Yes girl no more: Use design thinking to summon your long-suppressed inner badass.

Members Only
Sameer Pandya, PhD '02; Houghton Mifflin. An Indian-American professor's life hurtles toward ruin after he blurts out a racist quip in a botched attempt at connection.

The Henna Artist
Alka Joshi, '80; Mira Books. Constrained by the life prescribed for her in 1950s India, 17-year-old Lakshmi finds her own way after escaping her abusive husband.

Take Two:

Take Two:

Take Two:
Welcome the New SAA Board Members

Stanford Alumni Association (SAA) Board Chair, Andrew Haden, ’00, reports that six alumni representatives have agreed to serve on the SAA Board of Directors.

The following alumni began their terms on September 1, 2020.

ANTONIO AGUILAR, ’18  
San Francisco, California

Antonio Aguilar works on the solutions architecture team at Alloy, a supply chain and sales analytics platform for consumer goods brands. At Stanford he paired a love of the humanities (nurtured during SLE) with a desire for technical knowledge, studying artificial intelligence and working as an advising fellow for the symbolic systems department. He was a founder of the Stanford chapter of the Thomistic Institute and still works with the Zephyr Institute in Palo Alto. In his spare time, Antonio enjoys cooking and baking with fresh ingredients from the farmers’ market and reviewing modern strategy board games.

PRESTON DUFAUCHARD, ’78  
Oakland, California

Preston DuFauchard is CEO of nonprofit community health center West Oakland Health Council, which operates various clinic sites in the East Bay. He joined their Board of Directors in 2015 and stepped into the role of CEO in 2018. He currently holds the position of Lead Trustee for PennyMac Mortgage Investment Trust (a REIT) and has been on its Board of Trustees since 2012. He obtained a law degree from UC Berkeley in 1984 and has worked as a trial lawyer, a law firm partner, in-house counsel and the California Corporations Commissioner. In 2013, Preston was nominated to become a member of the Stanford Associates after several volunteer positions with the university, including with the Alumni Committee on Trustee Nominations, before ultimately becoming chair. He has been a member of various Class Reunion Committees, most recently as comoderator for his Class Panel.

MARIBEL HERNANDEZ-DAVIS, MD ’85  
Penn Valley, Pennsylvania

Maribel Hernández-Davis is a clinical specialist in cardiac electrophysiology and heart rhythm disorders. She grew up in Puerto Rico and received her bachelor’s degree from Yale College. Her early medical training took place at Stanford Medical School and Harvard Deaconess Hospital. She is a member of the medical staff at the Lankenau Heart Institute of the Main Line Health System and a clinical assistant professor of medicine at Thomas Jefferson University in Philadelphia. She is the founder and medical director of the Women’s Heart Initiative for the Main Line Health System. The American Heart Association recognized her with the Woman of Heart Award in 2013, named her the Por Tu Corazón Ambassador in 2014 and recognized her as the Go Red Champion for women’s heart health in 2018. She remains active in local outreach and heart health education for underserved communities in the Philadelphia area and is a board member of the Philadelphia Congreso De Latinos Unidos.

LOLITA SY, ’83  
Manila, Philippines

Loli Sy is a Chinese-Filipino entrepreneur, investor, sports enthusiast and education advocate. She is the cofounder of several companies, working in high-end retail and consumer goods distribution with Focus Global Inc., and premium commercial real estate development with SLA Prime Ventures and Focus Palantir Inc., among others. She has served on the boards of the International School of Manila and Forbes Park Association as president, governor, and chair of trustees, membership, audit, and security. As past president of the Philippines Stanford Alumni Club, her mission is to foster a dynamic and thriving alumni community. With her cofounder and husband Stephen (Stanford Sloan MS Management), Loli’s lifelong connection to Stanford was cemented in the last thirteen years as a Stanford parent, living vicariously through her five children’s experiences. Her favorite Stanford memories include performing in the Ram’s Head West Side Story as a Jet and participating in the Vienna overseas studies program.

EDDIE POPLAWSKI, ’81, MBA ’87  
Bellevue, Washington

Eddie Poplawski is an active angel investor, serial entrepreneur, real estate developer and executive leadership coach. During his career, he has served as the president, CEO and owner of Barclay’s Realty & Management Company; owner of the Bellingham Baseball Club, LLC; president, CEO and owner of Anderson Chamberlin Inc., Costco Wholesale’s in-house manufacturer’s rep firm now known as ADW Acosta; general manager of Cascade Cabinet Corporation; and project director with Spiker Partners. Eddie currently serves as a board member for Aegis Living (a privately held assisted living company headquartered in Bellevue, Washington) and the Seattle Children’s Hospital Foundation. He is also an advisory board member for TOCA Football Inc., outgoing chair for the Stanford Athletics Board (having been a member since 2012) and a member of the Seattle Chapter of YPO.

MATTHEW TSANG, ’01  
Minneapolis, Minnesota

Matthew Tsang is a clinical assistant professor and consultant physician in dermatology and dermatopathology. He serves on the editorial board of the Journal of the American Academy of Dermatology, and is a fellow of both the American Academy of Dermatology and American Society of Dermatopathology. At Stanford, Matthew immersed himself in biology and classics, cultivating teaching skills as a genetics laboratory course assistant and research methodology in archaeology and art history. His honors thesis, “The Significance of Obelisks: Monumental Meanings and Interpretations,” received the university Golden Medal for Outstanding Undergraduate Research and led to his postgraduate studies at Oxford University as a Winston Churchill Scholar. He returned to Stanford Hospital for his internship in internal medicine. Matthew remains connected to Stanford as a Reunion Campaign Committee cochair, OVAL interviewer and Stanford Associate.
Irish Poet Who Dared to Elevate the Personal and the Everyday

Eavan Boland was still writing the poem that would eventually become "The Singers" when she loaned the last line to Mary Robinson, her longtime friend and the first female president of Ireland.

Robinson used the line in her 1990 inaugural address, calling for women to take their place in history by "finding a voice where they found a vision." Boland’s complete poem was eventually published in her 1994 collection, In a Time of Violence.

Boland, an English professor at Stanford and director of the creative writing program, died at home in Dublin on April 27 after suffering a stroke. She was 75.

Although her work was quoted publicly by politicians (former president Barack Obama read from "Lines Written for a Thrith Wedding Anniversary" during a 2016 reception at the White House), Boland was best known for poems that delved into the personal, from motherhood and marriage to identity and belonging.

"After a while, I came to think of myself as an indoor nature poet," she explained in a 1993 interview for the Irish University Review. "And my lexicon was the kettle and the steam, and the machine in the corner and the kitchen, and the baby’s bottle. These were parts of my world. Not to write about them would have been artificial.”

Boland, a native Dubliner, began publishing poems as a student at Trinity College, where she later became a lecturer. In 1969, she married Kevin Casey, a novelist, with whom she raised two daughters. Boland went on to publish several collections, and her work was often featured in the New Yorker—including her poem “Eviction,” which the magazine ran on the day she died.

“It overwhelms me now when I look at her collection of work,” says her daughter Eavan Casey. “You’re not aware of that as a child. She was working on all these incredible poems and essays but being a very present mother to us as well.”

Jill Bialosky, Boland’s editor of three decades at W.W. Norton & Co., says she was drawn to Boland’s poetry because it felt “on the one hand utterly personal and on the other universal.”

Boland joined Stanford in 1995, teaching popular courses such as Women Poets. Under her leadership for 21 years, the creative writing program became a hub of artistic community and talent.

“The gift that she gave the world is she allowed writers the time and space to make art,” says Blakey Vermeule, chair of Stanford’s English department.

A passionate defender of her profession, Boland said in a 2014 speech entitled “Has Poetry a Future?” “No one has the power in any way or shape or kind to extinguish what is essentially a faculty of the human spirit. . . . As soon as a human being is born, that possibility of poetry is born with them.”

In addition to her husband and daughter Eavan, Boland is survived by her daughter Sarah and four grandchildren.

—Rebecca Beyer
roles for the San Mateo County Historical Association. She was predeceased by her husband, Robert, and son Robert Jeffrey. Survivors: her children, Virginia Franzoi and Greg; five grandchildren; and four great-grandchildren.

Eleanor Eaton Foster, MD '54 (biological sciences), MD ’50, of New York City, January 7, at 96. She reshaped the field of ophthalmology as an attending ophthalmic surgeon and as the founder and medical director of the Lighthouse Guild. She was the author of numerous books, articles, and textbooks, and was sought after to overcome disciplinary barriers between optometry and ophthalmology. Her contributions were recognized by two merit awards from the American Academy of Ophthalmology and the Distinguished Service Award from the American Optometric Association. Survivors: two sisters.

Gilbert Alan Reese, ’46 (biological sciences), of Palo Alto, April 22, at 94. He was a member of Sigma Alpha Epsilon. During his Navy service, he earned his MD and specialized in ophthalmology. He established a private practice in Sacramento, where he supported the Blind Center and local schools. He was past president of the California Association of Ophthalmology and an instructor at the UC Davis School of Medicine. Survivors: his wife, Margaret; children, Jeanne Krener, Carol Reese Orton, ’78, Paul and Douglas, ’83; eight grandchildren, including Sara Orton, ’16; two great-granddaughters; and brother Donald, ’47, MBA ’49.

Pauline Frances Smith Leavitt, ’47 (education), of Napa, Calif., April 26, at 95. She was a member of Kappa Kappa Gamma. After raising her children in the East Bay, she began building the hilltop ranch in Napa, surrounded by vineyards, that would become her home for more than 40 years. It became a site for entertaining friends, celebrating family events, hosting business associates, and supporting volunteer and service organizations, with leaves of absence for world travel and golf outings. She was predeceased by her husband of 64 years, Dana. Survivors: her children, Margaret, ’75, and Jonathan; four grandchildren, including Charles Lilly, ’09, and Laura Lilly, ’12; MS ’13; and one great-grandson.

John Elmer Loomis, JD ’49, of Portland, Ore., May 27, at 96. He was awarded the French Legion of Honor for his Army service during World War II. After working as a deputy district attorney and lawyer in Fresno, Calif., he engaged in volunteer work. He was an avid sportsman and especially loved fishing for salmon at the family cabin on Orcas Island. He was predeceased by his first wife, Alice (Johnson, ’52); second wife, Joyce Goss; and son Eric, ’86. Survivors: his children, Nancy Ward Kenny, ’76, Jeanne Earnest and Jennifer; four grandchildren; and sister, Barbara Ward Thompson, ’47.

James Augustus “Jim” Affleck, ’52 (biological sciences), of Lafayette, Calif., June 3, at 93. He practiced law until 2003. He was an avid sportsman and especially loved fishing for salmon at the family cabin on Orcas Island. He was predeceased by his first wife, Alice (Johnson, ’52); second wife, Joyce Graybiel; and son Eric, ’86. Survivors: his children, Nancy Ward Kenny, ’76, Jeanne Earnest and Jennifer; four grandchildren; and sister, Barbara Ward Thompson, ’47.

Donald Wayne Temby, ’51 (industrial engineering), of Oakland, February 3, at 92, of heart failure. He was a member of the freshman football team, Navy ROTC, and Men’s Council and president of Sigma Alpha Epsilon. After graduation he served in the Navy and earned his MBA from Simon Fraser U. He spent his career with Crown Zellerbach. He was an avid sportsman and especially loved fishing for salmon at the family cabin on Orcas Island. He was predeceased by his first wife, Alice (Johnson, ’52); second wife, Joyce Goss; and son Eric, ’86. Survivors: his children, Nancy Ward Kenny, ’76, Jeanne Earnest and Jennifer; four grandchildren; and sister, Barbara Ward Thompson, ’47.

Christopher. Survivors: his wife, Joyce (Graybiel, ’51); and children Claudia, ’76, Ellen and Paul.

John Homer Ward, ’51 (political science), of Sedro Woolley, Wash., April 26, 2019, at 90, of leukemia. He was president of Theta Xi. After earning his LLB from the U. of Washington, he served with the Judge Advocate General in LaRochelle, France. He practiced law until 2003. He was an avid sportsman and especially loved fishing for salmon at the family cabin on Orcas Island. He was predeceased by his first wife, Alice (Johnson, ’52); second wife, Joyce Goss; and son Eric, ’86. Survivors: his children, Nancy Ward Kenny, ’76, Jeanne Earnest and Jennifer; four grandchildren; and sister, Barbara Ward Thompson, ’47.

Guyla Runyan Cashel, JD ’49, of Portland, Ore., May 27, at 96. He was a member of Phi Delta Upsilon and the swim team. He served in the Army in the Korean War, then returned to Stanford for his MBA. He helped develop Sharon Springs. He retired as executive vice president at Morgan Stanley. He was active in the 2030 Club and Rotary and served as board president for the Sacramento Zoo. He was also an avid golfer and an accomplished snow- and water-skiier. Survivors: his wife, June; sons, Michael and Douglas; three grandsons; and sister.

Loyd Andrew Kelly, ’51 (economics), MBA ’53, of Sacramento, Calif., April 12, at 90. He was a member of Phi Kappa Sigma. He served in the Navy and after graduation, then began business as a stockbroker at Dean Witter. He retired as executive vice president at Morgan Stanley. He was active in the 2030 Club and Rotary and served as board president for the Sacramento Zoo. He was also an avid golfer and an accomplished snow- and water-skiier. Survivors: his wife, June; sons, Michael and Douglas; three grandsons; and sister.

Donald Wayne Temby, ’51 (industrial engineering), of Oakland, February 3, at 92, of heart failure. He was a member of the freshman football team, Navy ROTC, and Men’s Council and president of Sigma Alpha Epsilon. After graduation he served in the Navy and earned his MBA from Simon Fraser U. He spent his career with Crown Zellerbach. He was an avid sportsman and especially loved fishing for salmon at the family cabin on Orcas Island. He was predeceased by his first wife, Alice (Johnson, ’52); second wife, Joyce Goss; and son Eric, ’86. Survivors: his children, Nancy Ward Kenny, ’76, Jeanne Earnest and Jennifer; four grandchildren; and sister, Barbara Ward Thompson, ’47.

James Augustus "Jim" Affleck, ’52 (biological sciences), of Lafayette, Calif., June 3, at 93. He practiced law until 2003. He was an avid sportsman and especially loved fishing for salmon at the family cabin on Orcas Island. He was predeceased by his first wife, Alice (Johnson, ’52); second wife, Joyce Graybiel; and son Eric, ’86. Survivors: his children, Nancy Ward Kenny, ’76, Jeanne Earnest and Jennifer; four grandchildren; and sister, Barbara Ward Thompson, ’47.

Kim Breiten Alexander, ’52 (education), of Los Altos, Calif., March 12, at 89. She worked as a journalist for the San Mateo Times and later was engaged in volunteer work. She was a lover of animals, supported animal rescue organizations and instilled her love of animals in her children. She was predeceased by her husband of 63 years, John, ’51, MA ’52. Survivors: her children, Jordan and granddaughters, Whitley and Worth D. Blaney, ’52 (economics), MBA ’56, of Palm Springs, Calif., January 16, at 89. He was a member of Delta Upsilon fraternity and a co-founder of the Senior Olympics. He was an avid trekker, hiker, sum-
Sandra, Sharyn, Steve and Scott; seven grandchildren; and two great-grandchildren.

Arthur Joseph Lumpert, '52 (undergraduate law), LLB '52, of San Mateo, Calif., March 29, at 90, of pulmonary fibrosis. After graduation he served in the Air Force legal needs in the Vietnam War. His career included a legal career with Layman and Lumpert in San Francisco, where he specialized in tax and natural resource law and promoted civil rights. He also enjoyed gardening, camping, skiing, bicycling and collecting books. Survivors: his wife of 65 years, Sue (Goodstein), '52; children, Robert, '80, Ted, JD '86, and Liz, '90; and six grandchildren, including Ella Norman, '24.

David Andrew Workman, '52 (history), LLB '55, of Los Angeles, March 23, at 89. After three years of active duty as a Marine, he remained in the Marine Corps Reserve and retired at the rank of colonel. His legal career included private practice, service as a deputy city attorney, and 25 years as a municipal and superior court judge. He enjoyed swimming and cycling, pursuing interests in art, antiques and classical music, and spending time in Pacific Grove on Monterey Bay. Survivors: his nieces and nephews.

Barbara Adair Southard Case, '53 (art), of Hanford, Calif., October 30, 2016, at 85. She managed four local women's clothing stores. She enjoyed singing in the church choir and being an active member of the Hanford arts community. In community theater productions, she specialized in comedic roles, such as Madame Arcati in Noel Coward's Blithe Spirit. She was predeceased by her husband, Robert, '52, MBA '54. Survivors: her daughters, Christie Case Randolph, '78, Robin Armstrong, Dana Case and Anna Michaels; and seven grandchildren.

Margaret Louise "Peggy" Heuer, '53, of San Francisco, March 10, at 88. Her career spanned 40 years in the financial services industry, beginning as a stockbroker with Reynolds Securities and retiring as associate vice president with Morgan Stanley. In her free time, she loved discovering new restaurants and rooting for the 49ers.

Selia Hayden Moss Hopkins, '53 (economics), of Rock Hill, S.C., January 22, at 88, of Alzheimer's disease. She enjoyed golf and was a business manager for KZSU. She was an accountant, real estate broker, residential builder and, as a stockbroker, was a member of Theta Delta Chi. She was predeceased by her husband, Robert, '52, MBA '54. Survivors: her daughters, Christie Case Randolph, '78, Robin Armstrong, Dana Case and Anna Michaels; and seven grandchildren.

Leonard Leon Levin Kapielian, '53 (geography), of Sausalito, Calif., March 18, at 88, of Parkinson's disease. He was a member of Phi Delta Theta and the football team. He realized his dream of owning his own restaurant in 1963 when he opened the Jolly Friars pub in San Francisco, which he operated until 1984. He served his community through the chamber of commerce and Sausalito Arts Festival, and he was honored with the Volunteer of the Year and Spirit of Marin awards. Survivors: his wife of 49 years, Agnes. Phyllis June Silver Levin, '53 (social science/social thought), of San Francisco, March 24, at 88. After graduate study at Radcliffe and earning her JD from UC Berkeley, she practiced law at Little before marrying her husband. She served as school board president in Los Altos, Calif., before resuming her legal career. In retirement, she enjoyed skiing and traveling. She was predeceased by her husband of 58 years, Hal. Survivors: her children, Alan, MS '85, and Adrienne; and grandson, William B. Stevenson, '53 (petroleum engineering), MBA '63, of Lafayette, Calif., March 27, at 89. He was a member of Phi Gamma Delta and the basketball team. He took the path from the oil industry in Venezuela to banking in the East Bay, but he retained his love for international travel. He was predeceased by his wife of 50 years, June. Survivors: his children, Beth and Billy; and companion and travel partner, Bente Datley.

Oskar Weiskopf, '53 (political science), of Munich, March 14, at 91, of cancer. He was a member of Alpha Delta Phi. As one of the first employees of the Werner Kupsch travel company (today Studios), he specialized in educational and art history travel and tourism. He was part of the management team until 1995. Survivors: his wife, Margit; and children, Monika and Klaus.

Robert L. Wilcox, '53 (civil engineering), of Chagrin Falls, Ohio, December 28, at 88. He played in the marching band. After an MS from MIT, he embarked on a career in environmental engineering. He was on the staff of the National Commission for the Environment for 14 years before Congress. He was predeceased by his wife of 66 years, Nancy. Survivors: his children, Craig, Cynthia and Cathy; two grandchildren; and sister, Janis Wilcox Christiansen, '58, MA '60.

Donald Morrison Ham, '54 (general engineering), MBA '59, of Reno, Nev., March 18, at 87. He was a member of Theta Delta Chi. He served as a pilot in the Air Force, then used his MBA as a springboard to a business management career in France and Monte Carlo. He later relocated to the Lake Tahoe area to enjoy water and downhill skiing. His first wife, Barbara Abt Morley, '55, died shortly after him. Survivors: his second wife, Joelle Goyens de Heusch; children, Karen Simmons, Richard, Peter and Steven; and eight grandchildren.

Amir Houshang "Harry" Hemmat, '54 (chemistry), of Bellevue, Wash., March 17, at 87, from pancreatic cancer. He played on the soccer team. He earned his pharmacy degree from the U. of Washington and then opened and operated his own drugstore. In retirement, he enjoyed gardening and world travel. Survivors: his wife of 59 years, Selma; sons, Steven, Bruce and Jeffrey; and eight grandchildren.

William Faulkner Black, '55 (geography), of Rancho Santa Fe, Calif., December 11, at 86, of congestive heart failure. He was a member of Alpha Tau Omega. After service as an Air Force pilot, he had careers in real estate and banking, and he helped shape the city of San Diego in numerous board roles. As a protocol officer for the State Department and California Gov. Pete Wilson, he helped avert problems before they could turn into diplomatic incidents. Survivors: his children, Kathleen; but with the arrival of the Young Democrats. With a JD from Yale and experience as deputy attorney general and partner at a Sacramento law firm, he joined the law faculty at Temple U. and was the first associate dean of the UC Davis Law School. He was also board chair of Grace Cathedral in San Francisco. Survivors: his wife of 63 years, Patricia; children, Elizabeth, Deborah and David; three grandchildren; and three great-grandchildren.

Donald Murdock Taylor, '57, of McCormick, S.C., May 1, at 85. He was a member of Chi Psi. He spent his career in finance management. He enjoyed golf and found peace in the outdoors, whether hiking the Appalachian Trail, canoeing in the Canadian wilderness or farming in West Virginia. He was predeceased by his wife, Lena. Survivors: his nieces and nephews.

Allen Reid Faurot, '59 (history), of Reno, Nev., April 14, at 83. He was a member of Theta Xi and Navy ROTC and later served as a Navy operations officer in Japan. After earning a JD from the U. of Chicago, he worked as a lawyer in New York before taking a position with the Ford Foundation. He enjoyed sailboat racing and especially loved to teach. In retirement, he was a sailing instructor at the Naval Academy. Survivors: his companion, Joyce Fowler; former wife JoAnn Faurot; former wife Roberta Suslov; four children; five grandchildren; and two great-grandchildren.

Oskar Weiskopf, '53 (political science), of Munich, March 14, at 91, of cancer. He was a member of Alpha Delta Phi. As one of the first employees of the Werner Kupsch travel company (today Studios), he specialized in educational and art history travel and tourism. He was part of the management team until 1995. Survivors: his wife, Margit; and children, Monika and Klaus.
Armed with Science, Explorer Mapped the Land of Nod

A joyous, enthusiastic educator who awakened his students and the world to the critical value of sleep medicine, William Dement pioneered a rigorous, logical investigation of an uncharted field.

William Charles Dement, the Lowell W. and Josephine Q. Berry Professor, Emeritus, died June 17 of cardiovascular disease. He was 91. He passed away “in his sleep, of course,” says Rafael Pelayo, a colleague of Dement’s in the department of psychiatry and behavioral sciences.

Dement joined the faculty in 1963 and in 1970 founded the Stanford Sleep Disorders Clinic—now the Stanford Sleep Medicine Center—the first of its kind. As many as 20,000 students are thought to have taken Dement’s celebrated undergraduate course, Sleep and Dreams. When he launched it in 1971, an overflowing throng had to meet in Memorial Church, one of the only venues that could accommodate the class size. Once, clad in pajamas, the Leland Stanford Junior University Marching Band showed up to serenade the class. Dement famously wielded a squirt gun to jolt dozing students awake, using their drowsiness as a springboard to discuss his multiple sleep latency test, created to measure daytime sleepiness and diagnose narcolepsy.

His expertise in sleep disorders led to his appointment as chair of a federal commission that reported in 1992 that 40 million Americans were suffering from undiagnosed or mistreated sleep problems. The following year, Congress created the National Center on Sleep Disorders Research, within the National Institutes of Health, to dig deeper into Dement’s findings and raise awareness of the pervasive and potentially dangerous consequences of not getting enough sleep.

A popular campus figure with a playful personality, Dement hosted Halloween parties, organized daylong treasure hunts for his kids and their friends and, over dinners at his home, helped recruit athletes for his beloved Stanford sports teams. His daughter Catherine Roos recalls that he liked to put her sons’ bikes in trees and then convince them that it was the work of aliens.

“He was a fabulous father,” says Catherine. “He always thought outside the box to entertain himself, and that helped make him who he was to change the field of sleep studies.” Long after Dement retired, he continued to audit Sleep and Dreams, the last time by Zoom just days before his death.

Dement was predeceased by his wife, Patricia. In addition to Catherine, he is survived by his daughter Elizabeth; son, Nick, ’85, MD ’98, and six grandchildren.
engineer with his own consulting firm, taught civil engineering at the U. of New Mexico, and helped pioneer lean design and manufacturing principles in the construction industry. Survivors: his wife, Dana; daughter, Emily Howell Thomsen, '03; and three grandchildren.

Peter Wunthub Lee, '65 (sociology), of Menlo Park, May 31, at 77. He was a member of Sigma Alpha Epsilon. He served in the Navy during the Vietnam War and was recalled from the reserves during Desert Storm. After earning an MS from Rensselaer, he worked in executive compensation at Bell Systems, the University of California president's office and Catholic Healthcare West. Survivors: his wife of 55 years, Mea; children, Christina Vo and Maya Lee Watts, MBA '08; four grandchildren; and two sisters.

David Walter Wheatley, '65 (mathematics), of Cerritos, Calif., February 23, at 76, of cancer. He was a member of the marching band and the Axe Committee. After earning an MBA from UC Berkeley, he worked in banking for more than 50 years, focused primarily on lending and loan consulting. He found joy in his family, his Catholic faith, the beauty of the natural world, astronomy, physics, advanced mathematics and fast cars. Survivors: his children, Adrienne, John, Brendan and Brigid; eight grandchildren; and two siblings.

STANFORD

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Farewells

Barry J. Browne, '81 (chemistry), of San Diego, January 27, at 60. He earned his MD from Loyola U. in Chicago. He was a member of Kappa Alpha and the sailing team. After completing his residency in Milwaukee and a fellowship in kidney transplant surgery in Houston, he settled in San Diego, where he performed 619 kidney and pancreas transplants and more than 8,000 surgeries in all. He was a formidable tennis player and also enjoyed skiing and playing guitar. Survivors: his wife of 30 years, Lori; children, Sarah, Hannah and Joseph; mother; and two sisters.

1990s

Adam P. Showman, '91 (physics), of Tucson, Ariz., March 16, at 51. He played in the marching band. He earned his PhD at Caltech and taught at the U. of Arizona. He studied both the geophysics of Jupiter’s Galilean moons and the atmospheric dynamics of Jupiter and Jupiter-like exoplanets. His theoretical models of Jupiter’s atmosphere were confirmed by the Juno space probe. In his frequent travels to China, he developed a fascination for Chinese culture and became proficient in Mandarin. Survivors: his daughter, Arwen; parents, Pete and Dinah; and brother.

2010s

Zachary Thomas Hoffpaur, '16 (communication), of Glendale, Ariz., May 14, at 26. He was a member of the baseball and football teams. He played a season of minor league baseball with the Arizona Diamondbacks before returning to Stanford to complete his football career. He had recently accepted an assistant football coaching job at the U. of Northern Colorado. Survivors: his parents, Doug and Shannon; and sister.

BUSINESS

James B. “Jim” Stoutamore, MBA ’59, of Lafayette, Calif., November 19, at 88. He served in the Navy and retired as a captain from the Navy Reserve. Following active duty, his MBA led to a 30-year career with PG&E, from which he retired as vice president of gas operations. Prior to his passing, he had played violin in a concert with the Second String Ensemble and sang Sunday Mass at St. Bede, and she was en route to a fund-raiser for the Pasadena Community Orchestra. Survivors: her children, Michelle Taylor, Jeanine and Joel; three grandchildren; and brother, William Dorr, ’63, LLB ’66.

Harvey Donald La Tourette, ’67 (English), of Los Angeles, April 30, at 78, of idiopathic pulmonary fibrosis. He earned a MD from Wayne State U. and practiced medicine at Rancho Los Amigos National Rehabilitation Center in Downey, Calif., where he specialized in drug rehabilitation and spinal and traumatic brain injuries. He was a noted collector of contemporary art and supporter of the Los Angeles Symphony. Survivors: two siblings.

1970s

Bruce H. Wolfe, ’76, MS ’77 (civil engineering), of Piedmont, Calif., February 25, at 65, of a heart attack while on a hike. He ran track, played in the Band and met his future wife at Stanford in France. He was executive officer of the San Francisco Bay Regional Board for 15 years. In orienteering, he represented the United States three times and won the North American master’s championship and the U.S. National Orienteering Championship. He was also a member of the Peace Corps in Ecuador, his career in finance took him to Peru, Brazil, Mexico, Illinois and New York. He became president and CEO of Prudential’s private placement business and in 1996 joined Osterweis Capital Management. He loved wilderness backpacking, fly-fishing and the arts, all of which he supported as a board member and chair for nonprofit organizations. Survivors: his wife of 52 years, Mary; daughters, Eleanor and Christina; and two grandchildren.

EARTH, ENERGY AND ENVIRONMENTAL SCIENCES

James David Lowell, MS ’57 (geology), of Tucson, Ariz., May 3, at 92. In a 71-year career as an exploration geologist, he worked in more than 30 countries and identified and made major discoveries and deduced the location of 17 major mineral deposits, including the largest copper deposit in Argentina and the world’s largest copper mine in Chile. At the time of his passing, he was planning a prospecting trip to Turkey. He was also a pilot, spear fisherman and cartoonist. Survivors: his wife of 72 years, Edith; children, Susan Humphreys, ’72, MA ’74, William and Douglas; six grandchildren, including Anna Humphreys Finn, JD ’08, and Mary Humphreys Yanchar, ’09; and three great-grandchildren.

John Joseph “Jack” Hickey, MS ’84 (hydrology), of Gulfport, Fla., April 9, at 84. He served in the Navy Reserve. He published 52 reports during a 27-year career with the U.S. Geological Survey. He found joy in his family, his Catholic faith, the beauty of the natural world, astronomy, physics, advanced mathematics and fast cars. Survivors: his children, Adrienne, John, Brendan and Brigid; eight grandchildren; and two siblings.

EDUCATION

Mildred Louise Jones Wolfe Burns, PhD ’69, of Montreal, April 17, at 99. She was a professor of educational administration at McGill U. Her work promoting the equality of women was recognized with the Governor General’s Award, and the Montreal Council of Women honored her with its Woman of the Year Award. She was predeceased by her first husband, Dean Jones, and second husband, Ray Burns. Survivors: her children, Larry Jones and Jeri; grandson; and two siblings.

Stuart Angus MacMillan, MS ’80 (statistics), PhD ’84 (education), of Cherry Hills Village, Colo., April 9 at 68. With the group at Sun, he helped lay the foundation of today’s online world. From 2008 to 2017, he was a chief scientist at the National Renewable Energy Laboratory. He was also a lecturer in Stanford’s School of Earth, Energy & Environmental Sciences, where he led a course on clean energy entrepreneurship. Survivors: his wife of 37 years, Kathleen Gilbert-MacMillan, EdS ’83, PhD ’83; children, Elise, ’11, and Evan, ’09; granddaughter; and three siblings.

Lawrence “Larry” Bondad Berroya, MA ’14, of San Francisco, April 1, at 48. After working as a lawyer and a federal public defender, he found his true calling as an educator and taught at several high schools in the Bay Area. He was passionate about baseball and basketball, rap and ’80s music, history, musicals, running, food and much more. Survivors: his mother, Fe; father, Cesar; and brother.

ENGINEERING

Richard Churchill Honey, Engr. ’50, PhD ’53 (electrical engineering), of Windsor, Calif., March 1, at 95. He served in the Navy. He spent his 40-year career at SRI as a research engineer and senior principal scientist. He was an active sailor all his life, including a voyage from Nova Scotia to San Francisco. He was predeceased by his first wife, Henrietta; his second wife, Joanne; his parents; and children, Leslie Nin, Steve, Laura and Janine Warren; four stepchildren; and two grandchildren.

Norris S. Nahman, MS ’52 (electrical engineering), of Firestone, Colo., September 6, 2019, at 93. He served in the Merchant Marine during World War II. After earning his PhD at the U. of Kansas, he worked for the Army Security Agency and National Bureau of Standards. He was an avid ham radio operator, fly fisherman and Boy Scout leader. He was predeceased by his wife, Shirley; his longtime
Mary Ellen F. Boyling, PhD ’73 (English), of San Rafael, Calif., February 21, at 89. She taught English for 40 years at the College of Notre Dame (later Notre Dame de Namur U.), including 23 years as department head. Sabbatical teaching in Glasgow introduced her to Scotland, where she traveled widely. She was an avid photographer and also served as a healing minister and eucharistic visitor at Grace Cathedral. Survivors: her two sisters. 

George Alan Huff, PhD ’73 (philosophy), of Boston, January 21, at 75, of a blood infection. After teaching math at Kansas State, he began a long career at Mitre Corp. as a software engineer and analyst. He was an accomplished photographer and woodturner, and a collector of antique Porsches, early European maps and Southwestern pottery. He was predeceased by his first wife, Karen ( Erickson, MS ’69). Survivors: his second wife, Marlene Elin; son, Andrew, and stepdaughter, Elizabeth Gunterten. 

Barbara M. Van Deventer, MA ’80 (political science), of Cayucos, Calif., April 22, at 82. She earned a master’s degree in library science from Washington U. and was hired at Stanford as a library personnel officer. She went on to become a government documents librarian, head of the Cubberley Education Library and social sciences curator. She then worked for 11 years at the U. of Chicago library in collection development and public services. In retirement she was involved with the Greyhound Adoption Center. Survivors: her three siblings. 

Rajan Sekaran, MA ’84 (mathematics), of Weston, Conn., May 21, at 59, in a car accident. He worked in investment banking at J.P. Morgan and Morgan Stanley. Shortly after 9/11, he moved from Manhattan to Weston and left his position as a managing director to focus on raising his children. He was particularly dedicated to enriching the Weston public school system. Survivors: his wife, Anna; sons, Doran and Janak; parents, Thuyagaraj and Maragatham Chandrasekaran; and sister. 

Julie Carolin Inness, PhD ’89 (philosophy/humanities), of Northampton, Mass., March 10, at 52, of Huntington’s disease. She taught philosophy and women’s studies at Mount Holyoke College. Her book Privacy, Intimacy, and Isolation was published by Oxford University Press. After the progression of her disease made teaching impossible, she continued to meet challenges with grace, courage and ferocity. Survivors: her friend and guardian, Athena Stylos. 

LAW

Beatrice Challiss Laws, LLB ’52, of San Francisco, March 10, at 92. She clerked for Chief Justice Phil Gibson of the California Supreme Court and as a commissioner for the juvenile court. She loved the outdoors and backpacking with her family in the Sierras. She was predeceased by her husband, Robert. Survivors: her sons, James and John; and grandchildren. 

Albert Roland Schaefer, ’57, of Portola Valley, Calif., February 6, at 89. After his Air Force service and law school, he co-founded the firm of Kingsley, Schreck, Wells & Reichling and also helped incorporate Portola Valley. He was a Little League coach, school district president and trustee of the Museum of Modern Art in San Francisco, and he sponsored many organizations dedicated to peace, social justice and environmental protection. He was predeceased by his wife, Joel, and a granddaughter. Survivors: his sons, Daniel, Charles and Thomas; seven grandchildren; and one great-granddaughter.
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Being the Light I Wish to See
People haven’t always extended a hand. That’s why sometimes I go overboard.

I CAN STILL FEEL the wet chill on my back and the warmth on my front, decades later. During an arduous day of canoeing with a group of 30 other teens in the blue beauty of Kipawa, Quebec, my knapsack, my sleeping bag and I had fallen into the water. Everything was drenched. I mentioned my wet stuff (I’m sure I did!) when we went ashore and started to make dinner.

One by one, as the day fell into night and the edges of the northern lights rose, people left the campfire to retire to their tents and sleeping bags. No one asked me how I was going to “have a good night” sleeping in my damp clothes on the cold ground.

Back at camp, one person offered to let me snuggle against her as much as I could to keep warm. I nestled into the dark blue softness of her oversized down bag, but just as I was about to truly fall asleep, the cold slapped my back. It wasn’t a good night, but throughout the years I remained grateful for the help—and to have seen the northern lights.

This scene has also replayed. Once (only once) a person sent me his work sample without my asking. One time, a stranger gave me a lift when she saw me carrying a heavy parcel on Palm Drive. One person offered to hang my wedding dress on her hook in Jet Blue’s first-class cabin to prevent crumpling.

Many years after that cold camp night, I saw a photo of the full, undulating blaze of the aurora borealis. What I had seen at camp was just the gauzy, pale spray of its tip. I was stunned to see what I had missed. And that got me thinking about the gulf between the help I’d needed and the help I’d received that night at camp.

Why had no one offered me dry clothes, or to share an unzipped bag? Why hadn’t I asked? Why would I have needed to? Suddenly, the gratitude I had felt for years was paired with a sense of loss, albeit for something I had no right to.

I confess to having developed an irresistible urge to help, to be that one person. That makes me a supportive boss, but also sometimes the annoying mother and the friend with all the unasked-for advice.

Forgive me if I go full aurora borealis.

Janet Savage, ’82, is an entertainment executive and a writer in Los Angeles. Email her at stanford.magazine@stanford.edu.
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