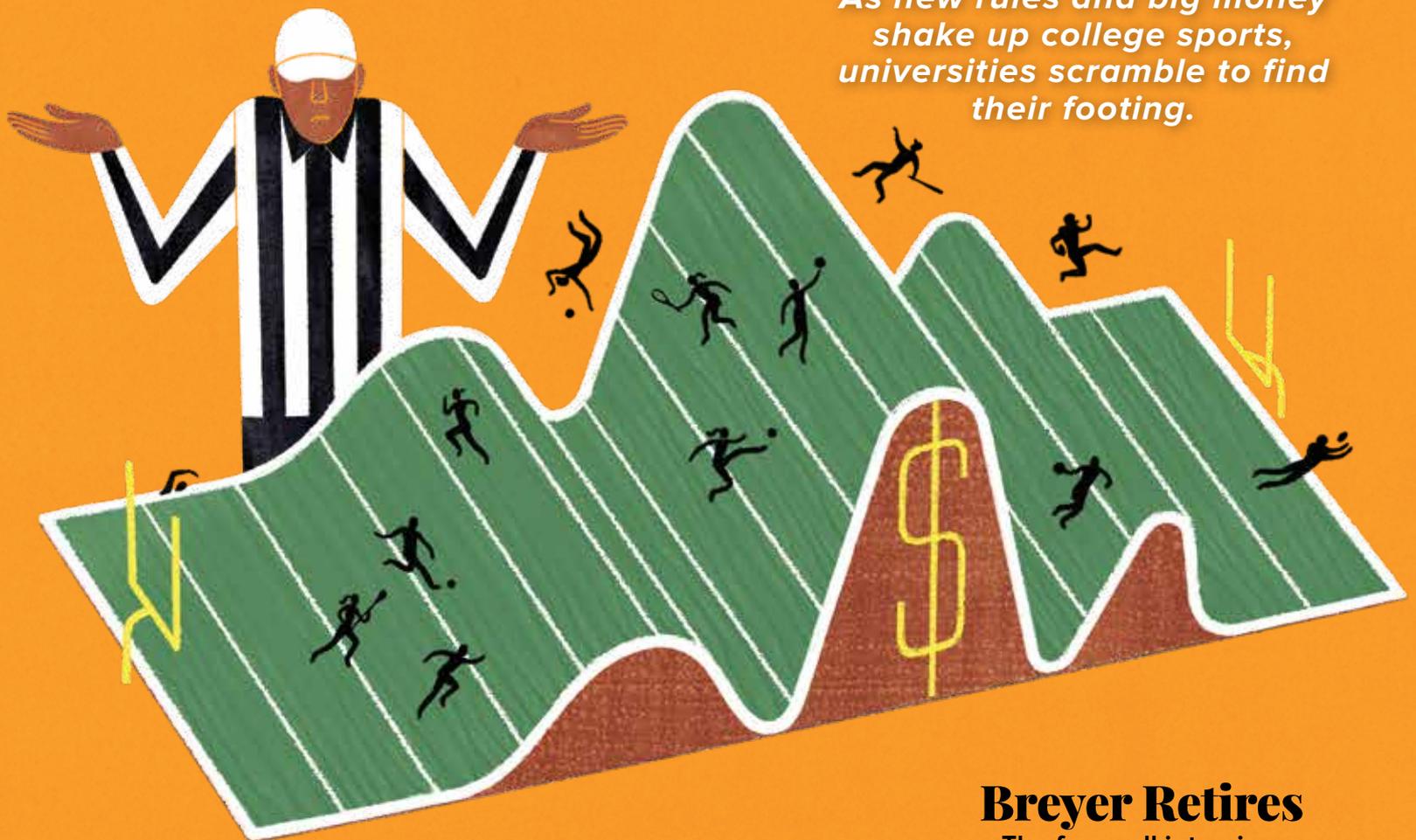


# STANFORD



## GUESSING GAME

*As new rules and big money shake up college sports, universities scramble to find their footing.*



### **Breyer Retires**

The farewell interview



Clerks pay tribute

---

### **How to Save the Town**

4 communities, 4 solutions

DISCOVER A  
NEW PATH.  
FOR YOU AND  
FOR SOCIETY.

Introducing the Leadership & Society Initiative  
at the University of Chicago.

LSI supports accomplished executives in successfully transitioning from their long-standing careers toward fulfilling next chapters of leadership for society. We are currently seeking nominations for distinguished leaders to participate in the initiative's inaugural year.

To learn more or submit a nomination, visit [LeadForSociety.uchicago.edu](https://LeadForSociety.uchicago.edu).



THE UNIVERSITY OF  
CHICAGO

LEADERSHIP & SOCIETY INITIATIVE



## 38

### Throwing Out the Rule Book

The age of amateurism in Division I college sports is effectively over. As a new era rises, schools struggle to define what *student-athlete* means to them, and how much it will—or should—cost to compete on the newly laid turf.

## 46

### On His Terms

The retirement of Stephen Breyer, '59, brings to an end 50 consecutive years of Stanford alumni on the U.S. Supreme Court. The justice, who stepped down on June 30, talks with STANFORD about his view from the bench, and several of his Cardinal clerks weigh in on his legacy.

## 56

### Turning the Town Around

Local economies across America have struggled under the weight of poverty, industrial collapse, and mismanagement. Law professor Michelle Wilde Anderson goes deep on four places that have fought to flip their fate.

ON THE COVER: ILLUSTRATION BY ALEX NABAUM

# Contents



13

Meet

## Lauren Toomer

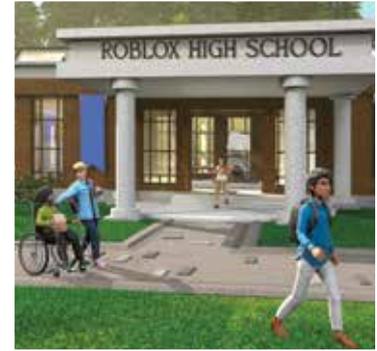
In the anatomy lab, a sculptor teaches scholars to see human life in a new light.



22

## I'll Have Flies with That

On Stanford's wrestling mats, they were teammates. Out in the world, they're competitors—and two of the biggest carnivorous plant purveyors in the country. Their wares might scare you, but they swear their intentions are friendly.



34

## Life, the Metaverse, and Everything

David Baszucki, '85, co-created Roblox as a way for kids to learn programming while connecting with their friends. Now his users are helping define the future of our digital lives, one game at a time.

## LIGHTS, CAMERA, ACTION

The life and times of Sylvia L. Jones, '93  
PAGE 30



### Digital

## NEW AT STANFORDMAG.ORG

VIDEO OF SCULPTOR  
LAUREN TOOMER, MFA '15

VIDEO OF CARILLONNEUR  
TIMOTHY ZERLANG, DMA '89

HOW TO  
VOLUNTEER (MEANINGFULLY)



SEE OUR LATEST DIGITAL STORIES



STANFORDALUMNI



@STANFORDMAG



@STANFORDALUMNI

## ALL RIGHT NOW

- 16 Card stunts
- 18 Mustache maven
- 20 A musician who towers
- 26 The leisure-learning connection

## DEPARTMENTS

- 4 Dialogue
- 6 Editor's Note  
*Words with friends*
- 8 President's Column  
*Civil civics*
- 10 1,000 Words  
*Night watch*
- 62 Biblio File  
*Jane Stanford's murderer*
- 65 Farewells
- 71 Classifieds
- 72 Postscript  
*The power of oops*

CLOCKWISE FROM TOP LEFT: TONI BIRD; JESSE HURO/CARNIVERO; ROBLOX; LAWRENCE AGYEI

# His big picture approach offered a priceless solution.

Patrick is more than my advisor. He's been there through all of our milestones, from selling our company to watching our two daughters grow up. I confided in him about wanting to help my daughters enhance their income. While I planned to transfer them some of my stocks, Patrick worried about it affecting my liquidity. Knowing the inner workings of my balance sheet, he offered an alternative solution using a charitable trust, suggesting I fund it with artwork I had recently stored away. I was delighted to find out that we could sell the artwork free of capital gains tax and get my children an annuity stream of income—problem solved! Not only did he find a creative solution, but he saw to it that the trust would ultimately support a philanthropic cause near and dear to my heart. Patrick didn't offer the easiest solution. Instead, he looked at the big picture and found an option that supported all of my goals. One that he wouldn't have known without paying attention to **the little things**.

— Katherine, West Hollywood



## Whittier Trust

Investment Management & Consulting | Trust Services | Family Office  
Philanthropy & Family Continuity | Real Estate



Learn More

CONTACT TIM MCCARTHY | 626.463.2545 | [WHITTIERTRUST.COM/STANFORD](https://whittiertrust.com/stanford)

\$10 MILLION MARKETABLE SECURITIES AND/OR LIQUID ASSETS REQUIRED. Investment and Wealth Management Services are provided by Whittier Trust Company and The Whittier Trust Company of Nevada, Inc. (referred to herein individually and collectively as "Whittier Trust"), state-chartered trust companies wholly owned by Whittier Holdings, Inc. ("WHI"), a closely held holding company. This document is provided for informational purposes only and is not intended, and should not be construed, as investment, tax or legal advice. Past performance is no guarantee of future results and no investment or financial planning strategy can guarantee profit or protection against losses. All names, characters, and incidents, except for certain incidental references, are fictitious. Any resemblance to real persons, living or dead, is entirely coincidental.

# Dialogue

## Take Your Chances

*Our July cover package examined the concept of randomness through many lenses, from tales of happenstance to frosh seminar discussions to remembrances of the Vietnam War draft lottery.*



My wife had been estranged from her Hawaiian father since age 11, after divorce and relocation 5,000 miles away to New Jersey. Having returned to O'ahu for a one-week vacation in 2008, we went surfing together at Kaka'ako Waterfront Park. You can imagine my wife's surprise upon running into her father at the park that day—his face and frame still recognizable after 26 years. Thankfully, they have maintained a good father–daughter relationship since that fortuitous day.

**David Della Lana, '95**  
**Santa Rosa, California**



In the spring of 1966, I was a Marine Corps aircraft crew member in Vietnam. One day, asleep in a cot beside the Da Nang Air Base, I was shaken awake and ordered to report to a C-130 warming up on the tarmac. I was to replace a crew member who had failed to show up for an assigned air refueling mission over the Gulf of Tonkin. After reporting to the pilot, I was closing the final side-entry door when a lone figure some 100 yards away came sprinting toward the aircraft. He was waving his arms and shouting something that was drowned out by the engine and propellers. As he neared, I recognized him as the sergeant originally assigned to this flight. A corporal at the time, I stepped aside as he entered the aircraft and sealed the door. Later that day, we learned that the flight I had just avoided was reported missing over the Gulf of Tonkin. It was never heard from again.

**George McLain Ashfield, '72**  
**St. Paul, Minnesota**

I was in the first Vietnam War draft lottery and got a high number. It turns out that this lottery was not random. They didn't mix the ping-pong balls enough—so December babies got low numbers! In 1967, I helped organize a protest at Commencement; those opposed to the war wore white armbands. This was wildly controversial. It ended my relationship with my mother. By 1969, when the lottery was held, I had joined the Peace Corps and was serving in Nepal. If I'd received a low draft number, I'd

have refused induction or never come home. I am proud that I was an early protester. I am happy that I dodged the draft. That enabled me to get a law degree and serve effectively for 40 years in the public policy trenches in Washington, D.C.

**Chuck Ludlam, '67**  
**Washington, D.C.**

Your July article on randomness obfuscated rather than clarified its subject. Randomness does not exist in nature. Every event has a specific cause. We just can't know them all because we're not omniscient.

**David Voelker, PhD '94**  
**Palo Alto, California**

### Going Global

*In July, we reported on the Stanford Doerr School of Sustainability, the university's first new school to open in more than 70 years.*

Color me impressed in vibrant, life-giving green. Worn adages tumble in my mind. Go big or go home. Think globally, act locally. With the creation of the school, the university has placed the world on notice that we need our best minds, deep funding, and real long-term commitment to meet this challenge. Thank you, LSJU! Perhaps in the future we can play "All Right Now" and really mean it.

**Diane Underhill, '81**  
**Ventura, California**

It was with a mix of hope and trepidation that I read about the Stanford Doerr School of Sustainability. There are two approaches to sustainability. The first, and more desirable, is to develop workable solutions through technology and research breakthroughs for the gradual transition to renewable energy, while maintaining accessible and affordable energy for the world's population. The second, and less desirable, is to ram through early adoption of renewable energy along



STANFORDALUMNI

### By the Numbers

*A post about our story on the first draft lottery of the Vietnam War spurred memories.*

I remember those days. It was why we got married. His number had come up.

**Gail Gutierrez, '66**  
**Davis, California**

They ended the lottery after I registered, so my draft card shows that I am permanently in draft limbo—category 1H, the holding category between registration and lottery. I followed up on September 12, 2001, to volunteer, at which point they told me that I was 10 years too old.

**Chris Moylan, PhD '84**  
**Honolulu, Hawaii**

with the forced shutdown of oil, gas, nuclear, and coal plants. Regrettably, the second approach has been what Western governments have thus far pursued. Our electric grids have become increasingly unreliable, with rolling blackouts during the worst possible times, due in part to the intermittent nature of existing renewable energy sources. Dean Majumdar's demonization of oil and gas companies ("the School does not have plans to seek funding from oil and gas companies for its general operations") seems like a childish approach to what must be a partnership for an orderly transition.

**Phil Schultz, MS '74, PhD '76**  
Houston, Texas

The choice of the term *sustainable* to identify and qualify the new school to combat climate problems seems a political and economic distraction from the real causes of the problem. Most experts without a hidden agenda would identify these as overpopulation, overproduction, and overconsumption on a global scale. It's not sustainability of these issues that we need to aim at but a reduction of them on a global level. The name of the school reveals the

reluctance to address the real issues head-on.

**Kurt A. Pocsy, MA '63**  
San Francisco, California

## Good Work

*In May, we shared advice from Stanford's Center on Longevity, about living long past the traditional U.S. retirement age.*

The description of a "returnship" struck home with me. As a recently retired physician, I missed the practice of medicine but not the demands of full-time practice. An online search for "opportunities for retired physicians in the East Bay" led me to a marvelous organization, Encore.org. The Encore Physicians Program matches retired physicians to clinical roles treating underserved populations. I now work one day a week for a community clinic, where I see patients and mentor newer providers. The work is challenging and fulfilling, and I am grateful for the opportunity to give back by sharing the knowledge I spent years acquiring. It is the ideal returnship for me.

**Doris Rosellini, '78, MA '81**  
Walnut Creek, California

## Dialogue Box

dialogue@alumni.stanford.edu

STANFORD magazine  
Frances C. Arrillaga Alumni Center  
326 Galvez Street  
Stanford, CA 94305-6105

Letters may be edited for length, clarity, and civility, and may appear in print, online, or both.

## IT'S NOT TOO LATE TO BECOME A DOCTOR

- Intensive, full-time preparation for medical school in one year
- Early acceptance programs at select medical schools—more than any other postbac program
- Supportive, individual academic and premedical advising

VISIT US AT [WWW.BRYNMAWR.EDU/POSTBAC](http://WWW.BRYNMAWR.EDU/POSTBAC)

POSTBAC@BRYNMAWR.EDU  
610-526-7350



POSTBACCALAUREATE  
PREMEDICAL PROGRAM  
BRYN MAWR COLLEGE

With a building this grand, imagine what the lifestyle is like.



RETIREMENT LIVING SAN FRANCISCO STYLE · [HERITAGEONTHEMARINA.ORG](http://HERITAGEONTHEMARINA.ORG)  
TO SCHEDULE A TOUR, CALL 415.202.0300

♿ RCFE #380500295, California Department of Health License # 220000058, CMS Certificate #555888, Certificate of Authority #260. Equal Housing Opportunity.



# When to Phone a Friend

Two alumni journalists helped make this issue of the magazine shine.

► **I'D CONSIDER MYSELF** a reasonably average fan of Stanford athletics. I faithfully attended every 1991 home women's volleyball match as the team romped through the Pac-10 undefeated, then nursed my heartbreak after they fell to eventual champion UCLA in the NCAA tournament. I leapt off my friends' couch midway through the final minute of the men's 1998 Elite Eight game against Rhode Island (look it up). I planted Cardinal, white, and green grass in my backyard that had been harvested from the football field moments before demolition of the "old" stadium began.

OK, maybe an average fan for an undergrad alum who makes her home 7 miles down the road.

But I must say I loved living in a frosh dorm alongside varsity basketball, baseball, and soccer players. Attending class alongside Olympic swimmers and NFL prospects. Watching as my frosh RA thrust recruitment flyers into the hands of every woman "5'8"—or tough enough to make the difference," plus the diminutive one who had coxswain mojo. (I'm also average in height and toughness, so I got to sleep through women's rowing practice.) Although it wasn't something I sought out in a college, I've always been glad to have landed at the place with the greatest synergy of academics and athletics.

Which is why I'm grateful that sports-writer Ivan Maisel, '81, took on the challenge of explaining to us all what on earth is going on in intercollegiate athletics these days (page 38). When I asked him to show us how money and labor-relations issues are

shaking up the playing field, he said, "Good idea. I can clear out a cocktail party talking about that stuff."

Ivan has covered college football for the better part of four decades. He understands how quickly the delicate balance between each side of the "student-athlete" hyphen has been upset. (And I understand when to phone a friend.)

Or make a new friend, for that matter. I'd never worked with Pete Williams, '74, before, but I was pretty sure that if anyone was going to secure an interview with retiring U.S.

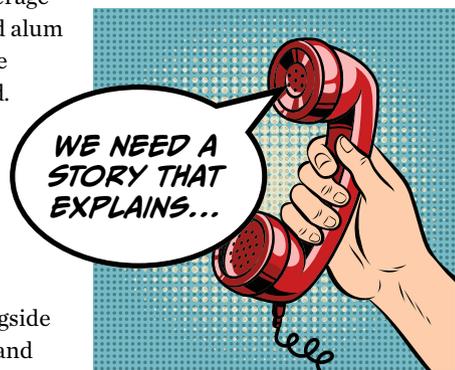
Supreme Court justice Stephen Breyer, '59, for STANFORD, it would be him. Pete covered the Court for NBC News until his retirement in July, and he was the only alum with a "hard pass"—a full-time press credential—to the Court for the 2021 term.

I asked Pete to conduct an interview by early

May so that we could run it in the July issue, and he wrote back in three minutes to say he would put in the request right away. Pete cautioned me that it was the Court's busiest time: "We face long odds because of the May deadline," he said. But he's the persevering sort, and he caught up with Breyer eight days before his June retirement, in plenty of time to bring you the justice's reflections on 28 years on the Court for this issue (page 46).

What I remain most struck by, from Pete's reply to my out-of-the-blue email, was his immediate use of the word *we*. In other words, we're all on the Stanford team. ■

*Email Kathy at [kathyz@stanford.edu](mailto:kathyz@stanford.edu).*



# STANFORD

EDITOR Kathy Zonana, '93, JD '96

EDITOR, STANFORDMAG.ORG  
Summer Moore Batte, '99

CREATIVE DIRECTOR Erin Sonnenschein

## EDITORIAL

SENIOR EDITOR Jill Patton, '03, MA '04

COPY CHIEF Jennifer Worrell

SENIOR WRITERS Sam Scott; Tracie White

STAFF WRITER Kali Shiloh

PRODUCTION MANAGER Pam Gorelow

CONTRIBUTING EDITOR Nancy King, MA '97

INTERN Jacqueline Munis, '25

## CREATIVE

ART DIRECTOR Georgia Virgili

ASSOCIATE ART DIRECTOR Bambi Nicklen

DIGITAL ART DIRECTOR Michele McCammon

VIDEO PRODUCER Erin Attkisson

## CLASS NOTES

SENIOR MANAGER Pauline Steinhoffer, '91

EDITOR Travis Kinsey

EDITORIAL ASSISTANT Jake Wellington

INTERNS Alex Hughes, '22; Daniel Wu, '21;  
Gilare Zada, '22

## ADVERTISING

ADVERTISING AND BUSINESS MANAGER  
Valerie Pippin, (650) 723-0460

IVY LEAGUE MAGAZINE NETWORK  
DIRECTOR OF OPERATIONS  
Heather Wedlake, (617) 319-0995

## STANFORD ALUMNI ASSOCIATION

CHAIR, SAA BOARD OF DIRECTORS  
James Ambrose, '92

VICE PRESIDENT FOR ALUMNI AFFAIRS  
AND PRESIDENT, STANFORD ALUMNI  
ASSOCIATION Howard E. Wolf, '80

CHIEF MARKETING OFFICER Page Murray

### SEND ADDRESS CHANGES TO:

Development Services  
Frances C. Arrillaga Alumni Center  
326 Galvez St., Stanford, CA 94305-6105  
(650) 725-4360 (option #3)  
[alumni.information@stanford.edu](mailto:alumni.information@stanford.edu)

### CONTACT THE MAGAZINE:

STANFORD magazine  
Frances C. Arrillaga Alumni Center  
326 Galvez St., Stanford, CA 94305-6105  
Editorial: (650) 725-0672  
Advertising: (650) 723-0460  
[stanford.magazine@stanford.edu](http://stanford.magazine@stanford.edu)  
Visit us online: [Stanfordmag.org](http://Stanfordmag.org)

STANFORD (ISSN 1063-2778), September 2022, Volume 51, Number 4. ©2022. STANFORD is published by the Stanford Alumni Association, Frances C. Arrillaga Alumni Center, 326 Galvez Street, Stanford, California 94305-6105; (650) 723-2021. It appears in the following months: March, May, July, September and December. Periodicals Postage Paid at Palo Alto, California, and at additional mailing offices. Annual subscription price is \$25 domestically and \$50 internationally. Postmaster: Send address changes to Development Services, Frances C. Arrillaga Alumni Center, 326 Galvez Street, Stanford, California 94305-6105.



PRINTED ON RECYCLED PAPER.

# Why resort living isn't just for vacations



## Voted Monterey's Best Retirement Community\*

Those 65 and better can enjoy this vacation destination year-round. Like many resorts, Carmel Valley Manor has impeccable service, three delicious meals a day, acres of pristine gardens with a pool, putting green, limousine service, even a personal trainer. In addition to housekeeping services, most of the apartments enjoy private patios where you can soak up the sunshine 300 days a year.

Carmel Valley Manor offers three levels of healthcare: independent living, assisted living and skilled nursing, all at no additional cost.

We are Monterey County's only Life Care Community.

To learn about our new contract options or schedule a tour, call Angie Machado at 800-544-5546 or visit [cvmanor.com](http://cvmanor.com)

CARMEL VALLEY  
MANOR

8545 Carmel Valley Rd, Carmel, CA 93923

License #270700110 • COA #082

\*Monterey Herald Reader's Choice 2/2022.



# Educating Active Citizens

First-year students begin their Stanford careers with a focus on civic responsibility.

► **THIS ACADEMIC YEAR**, first-year students will kick off their Stanford experience with two quarters of a course requirement called Civic, Liberal, and Global Education—or COLLEGE. Born out of Stanford's Long-Range Vision, COLLEGE aims to provide all students with a shared intellectual foundation focused on civic responsibility and a common baseline from which to approach and debate difficult issues.

The program, now in its second year, gives students a forum to explore concepts of active citizenship, the purpose of a broad-based education, and how to understand current challenges

within a global context. Students choose two out of three classes: Why College? Your Education and the Good Life; Citizenship in the 21st Century; and Global Perspectives. Each course provides students with opportunities to be exposed to new points of view, to experiment with ideas, and to reflect on their own preconceptions within a rigorous academic context.

COLLEGE classes also offer students the tools to engage with one another productively,

even over contentious topics. In a world that faces many challenges, we need young adults who are able to work with one another across differences to find solutions. Our goal is to help them learn how to disagree—without being disagreeable. This is an important foundational skill not only for their years at Stanford but also for their lives ahead.

We heard very positive feedback from last year's students about their experiences in COLLEGE. One student described Citizenship in

the 21st Century as “timely and applicable as we navigate the mass headlines and articles that trouble our generation. The class allows you the opportunity to question how you interact in the communities you are a part of . . . as you identify ways in which you can be a better citizen.” Another said the Why College? course was a “transformative experience” that gave “so many new perspectives on not only the purpose of a liberal education . . . but how to live a more meaningful and fulfilling life.”

As the program expands to two quarters this year—with the eventual goal of three quarters—organizers are working with campus partners to ensure that the values of citizenship and the public good are embedded throughout the Stanford experience. A new group of COLLEGE faculty fellows is working closely with Residential Education staff and frosh dorms to organize events that relate to COLLEGE material this fall and beyond. COLLEGE also dovetails with opportunities through Cardinal Service, which supports students in using their knowledge and skills to address real-world problems through hands-on service work in our local community and in communities around the world.

COLLEGE is also working with the New Student Orientation team to bring back the “First Lecture on Liberal Education,” an opening address to the entire first-year class that helps set the stage for the academic year. This year's lecture will be delivered by Ge Wang, an associate professor of music. Students enrolled in Citizenship in the 21st Century during winter quarter will attend a plenary session titled “Is Democracy in Crisis?” featuring Stanford scholars Francis Fukuyama, Pamela Karlan, and Condoleezza Rice, and the program is partnering with the department of theater and performance studies to stage Shakespeare's *Julius Caesar* in Memorial Auditorium.

Universities have an important role to play not only in educating students for personal success, but in offering them the skills and knowledge they need to promote the public welfare and act for the good of the world. We want students in every field to leave Stanford with an understanding of how their actions relate to the success of their communities. These values will serve them in their own futures—and serve our nation and world for the long term. ■





# When you care as much as we do, people notice.

*Stanford Hospital is ranked among  
the top ten hospitals in the nation  
by U.S. News & World Report.*

Thank you to the team at Stanford Health Care for your  
steadfast dedication to healing humanity through  
science and compassion, one patient at a time.



**Stanford**  
MEDICINE

Health Care



# Let There Be Light

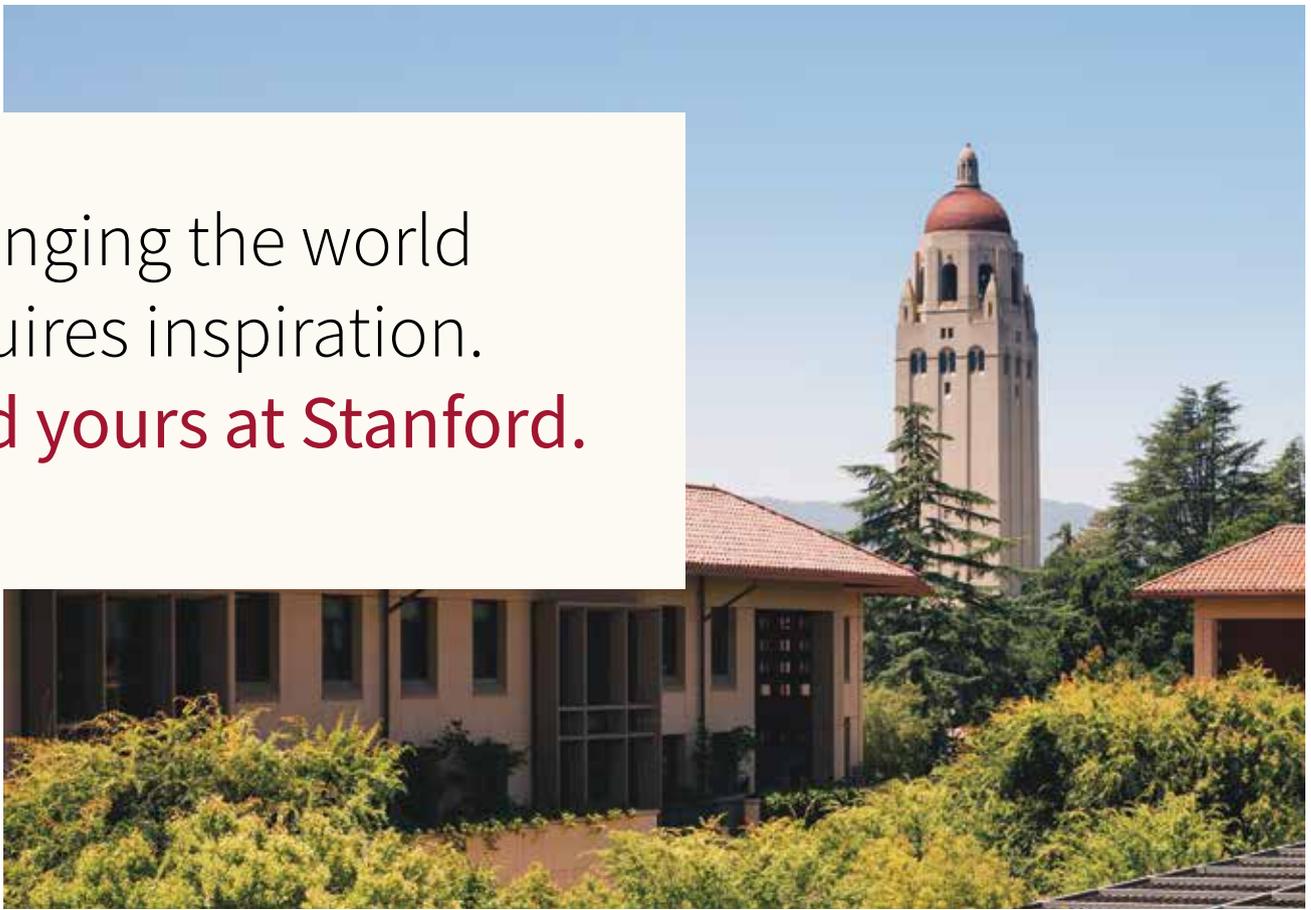
Armed with flashlights and a sense of adventure, a band of students toured Stanford's darkened grounds during a three-day power outage that began Tuesday, June 21, when a fire north of campus damaged the main Pacific Gas & Electric transmission line that supplies electricity to the university. Summer classes and other programs were canceled for the rest of the week, and students flocked to campus respite centers for recharging stations, snacks, and cold drinks (temps hit 103 degrees) while a second power line restored electricity to critical infrastructure. (Though Stanford uses 100 percent renewable energy, most power from its solar farms must be transported via the state grid, meaning the school is not immune to such outages.) The lights came back on Friday, June 24.

**PHOTOGRAPH BY  
WILLIAM MENG/THE STANFORD DAILY**





Changing the world  
requires inspiration.  
**Find yours at Stanford.**



Leaders look to Stanford for significant professional and personal growth. Our flagship programs offer transformative opportunities to reimagine your role as a leader.

### **Stanford Executive Program**

A one-of-a-kind program for senior-level leaders seeking to evolve their careers and personal lives, offered both in-person at Stanford and in a blended in-person and online format.

### **Stanford LEAD**

Rooted in innovation and leadership, this transformative yearlong program connects a global community of changemakers in a flexible and collaborative online format.



Explore all our programs at  
[grow.stanford.edu](https://grow.stanford.edu)

**STANFORD** GRADUATE  
**BUSINESS** SCHOOL OF  
EXECUTIVE EDUCATION

THE MARVELOUS MR. MUSTACHE 18 • ELEVATOR, MUSIC 20 • HUNGRY, HUNGRY HOUSEPLANTS 22  
LEISURE SUITS 26 • THE SYLVIA SCREEN 30 • ROBLOX'S BACKSTORY 34

WHO WE ARE

# Meet Lauren Toomer

Honoring the human body through art. ▶

“For me, drawing a painting is like creating a visual poem. I don’t have the skill set to put it into words, but I can attempt to do it with marks.”

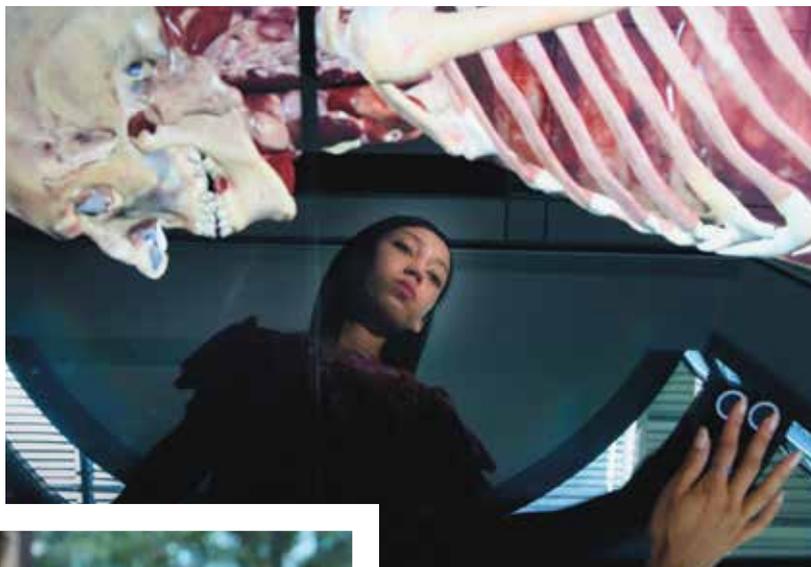
**REMEMBRANCE:** In her sculpture *Renewal*, Toomer used bricks from a demolished anatomy building to “immortalize the people who donated their bodies to Stanford medical students.”

**AS A YOUNG GIRL** dedicated to becoming a fashion designer, Lauren Toomer never imagined herself dissecting cadavers. But in her teen years, as a break from the tedium of sewing, she got some of those books that use 16th-century etchings by Leonardo da Vinci to teach beginners how to draw, and a new passion took hold. Now, like Leonardo, who dissected and sketched corpses in his quest to understand the human form, Toomer, MFA '15, finds inspiration for much of her artwork in the anatomy lab.

A visual artist and teacher, Toomer says her preferred form is pencil drawings, although she also makes sculptures. She designed a brick installation on campus, *Renewal*, which mirrors the waves of a heartbeat on a vitals monitor. Another, *Apart-Together*, is a field of wooden petals designed in memory of those who have died in the COVID-19 pandemic.

“Art and medicine have always been linked,” says Toomer, who’s now a lecturer in the departments of art and art history and of surgery. As a master’s student in fine art at Stanford, she lobbied to perform dissections alongside first-year medical students. The connection was so strong for her that in 2015, while still a student, she created a course called Anatomy for Artists that she has been teaching ever since. The easels go up next to the cadavers, and students from product design to medicine learn how to use art to connect with bodies in a new way.

“For them to be able to hold and handle the body parts is amazing,” Toomer says. “We study the hand, the foot, as well as the face, the torso. To be present and to draw people who are no longer living—to me, that is just such a beautiful thing.”



**HANDS-ON LEARNING:** At the anatomy lab’s virtual dissection table (above) or in her office (left), Toomer favors a tactile approach to education.



*“I knew I was going to be a fashion designer since before I could walk. I would take out clothes and put them together. I was so particular with colors, the design of them, how they were paired. My mom put me in sewing lessons and 4-H. I continued up until college, advancing in competitions. It was like a job, and I was getting burned out. All those needle pricks. I wasn’t happy anymore. I started drawing just for fun.”*



*“I studied art as an undergraduate and took an art, medicine, and disability course that opened my eyes to how art can help in our well-being. In hindsight, that made me interested in art and anatomy.”*

*“When I came [to the Stanford dissection lab], I just wanted to draw the body. The more I did, and the more I dissected, the more my brain exploded. It took on new and deeper meaning—things like how the heart beats and how it happens so effortlessly; like how someone who has died and someone who is sleeping look different.”*



*“The body kind of remains fluid. You never really know the depths. You keep going and going—there are always more questions. You’re always trying to find more answers.”*



*“I remember taking out a brain. It’s surreal. For me, that is a moment of art. It makes you more present and more aware. Art has the ability to do that, to help you appreciate your own body.”*



**WATCH VIDEO OF TOOMER’S CAMPUS CREATIONS AT [ALU.MS/LAURENTOOMER](http://ALU.MS/LAURENTOOMER)**



# A new kind of luxury senior living.

Introducing Coterie Cathedral Hill, a first-of-its-kind luxury residence designed and developed by two prominent industry leaders, Atria Senior Living and real estate firm Related Companies.

With dedicated, highly trained staff, inviting amenities such as a rooftop pool and four dining venues, and tailored wellness plans, Coterie is purposefully designed to help older adults age well – and do it in style.

**Now leasing.** Starting at \$8,100 per month.  
For a private tour, call 415.907.6647 or visit [LiveCoterie.com](https://www.LiveCoterie.com).



COTERIE  
CATHEDRAL HILL

1001 Van Ness Avenue | San Francisco  
Independent Living | Assisted Living | Memory Care



# When Card Stunts Ruled

Once upon a time, student participation during football games was flipping awesome.

**A CENTURY AGO**, a post-World War I America had thrown itself into football. At Stanford, a new stadium added to the fervor—though on the Farm, the action wasn't all on the field. Anyone who could lift a colored placard above their head could join in halftime “card stunts,” a mix of moxie and mockery designed to laud the home team and lampoon the visitors.

In later decades, the choreographed displays created animated shows with multiple scenes. Reliably, one of them would be an opposing mascot meeting an unfortunate end. **As a finale, a small red dot would ripple out against a white background to form a giant block S threaded by El Palo Alto, aka the tree.**

It was pageantry, but by 1960, it was petering out. With the football team winless that season, and the distractions of the Sixties wafting, student organizers in Stanford's Rally Committee

(precursor to the Axe Committee) began to worry about attracting the labor to carry out the stunts.

It wasn't just that they needed 3,465 students to fill the 45 rows of the rooting section. It was that they had to hand-stamp individualized sets of instructions so each student would know which color to raise when. And then they had to place each set under the correct seat, along with the correct cards. The endeavor took some 400 hours of preparation—for every single home game.

That was the state of things when junior Marshall Turner, '63, MS '65, Rally Com's art director, crossed paths with math professor George Forsythe. A visionary, Forsythe was on a mission to demonstrate the potential of computers, not least the Burroughs 220 mainframe taking up an entire room in the basement of Encina Hall. Could they help each other out?

Forsythe recruited two math majors to the cause: Larry Breed, '62, MS '65, and Earl Boebert, '61. Neither gave a hoot about football, Boebert says. But they loved the nascent world of programming and toiled on the problem for months in the early hours, when the machine was free.

Their creation was ready for the 1961 season. Stunt designers needed help from programmers to enter coordinates on punch cards. (Basic user-friendliness—heck, even computer screens—was nonexistent.) The program then built up a library of shapes and commands, allowing for increasingly complex performances. And it printed the instruction cards. A job that had once taken hundreds of hours could now be done in 13.

Considered the first computer animation language, the program was refined over the years and helped launch the careers of a bevy of computer science

luminaries. But it couldn't save card stunts. A decade later, the tradition was gone.

Potential culprits are many: Regimented stunts might not have fit more rebellious times; campus life offered more options. Not to mention a guy named Jim Plunkett, '70, the Heisman Trophy-winning quarterback who, in the late 1960s, had made the action on the field more interesting than the halftime antics. But the software might share some of the blame. Increasingly sophisticated stunts required an increasing number of card changes. Not all the human pixels approved.

“The people who were flipping the cards and trying to follow the instructions thought, ‘Gee, we’ve gone from 60 or 70 counts to 250,’” says Bill Kuehn, '65, who was in charge of the card stunts for two years. “‘And that’s taking longer, and who the heck cares?’ It just got too complicated.” ■



Yvonne “Bonnie” Maldonado, MD, is the inaugural holder of the Taube Endowed Professorship in Global Health and Infectious Diseases at the Stanford University School of Medicine. Her deep experiences in global and community health, disease transmission, and epidemiology have enabled her to be a powerful voice in America’s response to the pandemic. She co-directs Stanford’s COVID-19 clinical trials research unit and is involved in several of the many scientific investigations underway, including pediatric COVID-19 vaccine trials.

Taube Philanthropies has made grants totaling over **\$50 million** to support Lucile Packard Children’s Hospital Stanford and Stanford Medicine’s critical needs and to fund research. The Taube Endowed Professorship in Global Health and Infectious Diseases was created with a \$2 million grant that was matched by Andi Okamura and Jeff Chambers.

“The significance of COVID in children has been underplayed. This disease is in the top five causes of death in every age group under 18 in the U.S. Fortunately, they are not dying at the same rate as adults, but it is an important disease that needs to be prevented in kids.”

—Yvonne “Bonnie” Maldonado, MD, Chief of the Division of Infectious Diseases, Department of Pediatrics, Stanford University School of Medicine

Learn more at  
[TAUBEPHILANTHROPIES.ORG](https://taubephilanthropies.org)



# Winning Whiskers

An engineer finds his avocation right under his nose.

Alfred Nash wasn't always an idol of hirsute achievement. "My facial hair didn't really start to grow until I was about 30," he says. In 2011, he grew a mustache for Movember—a month when guys grow 'staches and beards to raise awareness of men's health issues, or simply to see if they can—and an avocation was born. For the past 10 years, Nash, '86, has traveled around the United States, presenting his face full of award-winning follicles at the National Beard and Moustache Championships. In 2016, he commanded the stage at the Grand Ole Opry in Nashville, Tenn. Two solid, slender spears of hair jutted out from either side of his upper lip. The judges declared Nash's 'stache, measuring 21 inches from tip to tip, the best English-style mustache in the country.

A physicist by training, Nash has spent two decades at NASA's Jet Propulsion Laboratory in Southern California, helping test infrared telescopes for space missions and working on projects like the Mars sample return. So naturally, there's a scientific flair to his method of mustache manipulation. Coercing the temperamental tresses into stick-straight form can take hours. Armed with a blow-dryer and a plasticky hairspray that's pliable when warm and hardens as it cools, "you



spray a little, style a little, and just work from the roots on out," Nash says. The results are bristles so stiff they click when flicked with a fingernail.

But winning requires style that extends beyond the jawline: "Everybody's in costume, so it's not just the facial hair—it's the whole gestalt." The year Nash won at the Opry, he was in full safari garb, with a helmet, goggles, shorts, and knee-high socks. For the 2023 World Championships in Germany, he'll be changing things up with a costume that complements not only his mustache but also the

thick beard he grew during quarantine. The judges at these contests—often barbers, sponsor representatives, and former champions—use preset criteria for each mustache and beard category. Still, ultimately, their decision comes down to personal preference. The competitions, where success is subjective and participants are in it for the fun, are "the complete opposite of my job," Nash says. Not that his work with NASA isn't enjoyable, but "it's only rocket science," he says. "It's actually easier than knowing what's going on in a mustache competition." ■

## THE TICKER

Graduate School of Business professor and former Microsoft chief economist **Susan Athey**, PhD '95, has joined the Department of Justice as its top antitrust economist, though due to her previous work, she'll likely be recused from upcoming high-profile Google and Apple cases.... Speaking of high-profile gigs, Stanford history professor **Priya Satia**, '95, served as a consultant for Marvel's *Ms. Marvel* TV series, the first of the franchise's productions to center on a Muslim superhero. Satia specializes in British and British empire history, especially in South Asia and the Middle East.... In other marvel-ous TV news, anthropologist and Emmy award-winning filmmaker **Paul Espinosa**, MA '76, PhD '82, produced *Singing Our Way to Freedom*, which will air on public television stations this fall in time for National Hispanic Heritage Month.... By that time, Stanford professor of bioengineering and of applied physics **Stephen Quake**, '91, MS '91, will have settled into his new role as head of science at the Chan Zuckerberg Initiative. He's been co-president of CZI's Chan Zuckerberg Biohub since the health research endeavor began in 2016.



# Truly personalized HOPE for your depression

## NEUROSCIENCE WITH A SOUL

"I'm doing really good...It's kinda nice, because for the first time, I'm getting to actually live my life. I wake up and I don't feel absolutely terrible. [Before HOPE-TMS] I wanted to kill myself from the second I woke up. Yesterday I didn't feel that way... [It was] the first day in ten years that I did not want to die. I really didn't think I was going to get to this point. Like, seriously it gave me my quality of life back. It's really nice to be able to participate in life."

"I feel a lot more normal as a kid. It's hard to understand for people who have never felt that level of depression."

"She is definitely better. You have saved her life."  
- Mom

"I wanted to kill myself from the second I woke up."



18 yo Female previously with Major Depressive Disorder and Generalized Anxiety Disorder, now in remission

**HOPE-TMS<sup>SM</sup>** is a treatment designed specifically for you and your brain. Traditional approaches to depression work for some. Our focus is when they don't. At Acacia, many of our treatment-resistant patients feel dramatically better, sometimes in as little as a week with **HOPE-TMS<sup>SM</sup>**.

Personalization matters.

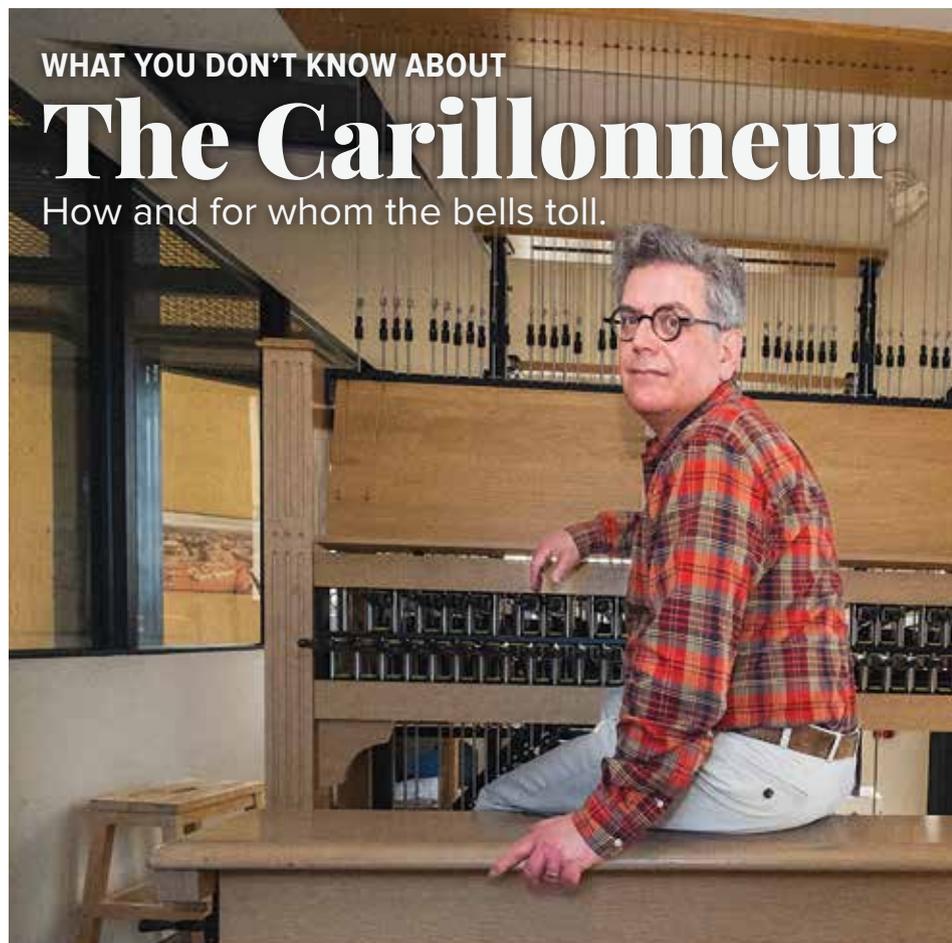


### LEARN MORE

📷 📺 📺 @acaciaclinics  
[www.acaciaclinics.com](http://www.acaciaclinics.com)  
[hoptms@acaciaclinics.com](mailto:hoptms@acaciaclinics.com)



Important Disclosures: HOPE-TMS (SM) is not FDA approved and is an off-label treatment. While the FDA has approved TMS (Transcranial Magnetic Stimulation) for the treatment of major depressive disorder, some of the TMS protocols that Acacia uses have not been evaluated by the FDA. Using fMRI neuro-navigation and providing multiple simulations per day (acceleration) have not been FDA-approved.



WHAT YOU DON'T KNOW ABOUT

# The Carillonneur

How and for whom the bells toll.

**WHEN TIMOTHY ZERLANG** arrived on campus in 1983 as a doctoral student in the music department, he happened to be assigned a dorm room on the top floor of Crothers Hall, near Hoover Tower.

"I'd sit there in my room with the window open and hear the bells ringing," says Zerlang, DMA '89. He was a keyboard player who didn't exactly know what a carillon was, but he was intrigued by the sound.

"So I introduced myself to Jim Angell, of course," Zerlang says, referring to the university carillonneur at the time. "I met with him every week thereafter." He practiced on his own, as well, then joined a carillonneur's guild (yes, there's a carillonneur's guild) to perfect his new craft. In 1990, when Angell retired, Zerlang replaced him as Stanford's official carillonneur.

## Quite a high

Zerlang rides the elevator to the 14th floor of Hoover Tower to play the bells for commencements and concerts, or just for fun. Usually, he's alone in the belfry, seated before the two-tiered keyboard, similar to that of an organ. He wears earplugs: The 48 bronze bells positioned just above his head can reach 110 decibels. Passersby pause to listen 285 feet below.

## Feet of strength

The instrument is controlled by wooden hand levers and foot pedals attached by metal cords to the specially tuned bells hanging above the keyboard. These bells—Stanford's largest weighs 2.5 tons—are in fixed suspension; they don't swing. Rather, the musician plays notes by moving the clappers, which strike inside the bells. The harder Zerlang's fists and feet push the levers and pedals, the bigger the sound, and the more he sweats.

## Origin story

The art of the carillon stretches back to the 16th century in the lowland regions of northwestern Europe. Stanford's carillon was donated to the Hoover Institution in 1941, a gift from the Belgian-American Education Foundation for the World War I-era famine relief work of Herbert Hoover, Class of 1895.

## A princess in the tower

University lore has it that the carillonneur owns all the citrus fruit that grows on campus, but apart from this theoretical (and unsubstantiated) compensation, Zerlang wasn't paid to play until 2008. (He holds day jobs as a piano lecturer at Stanford and director of music at St. Mark's Lutheran Church in San Francisco.)

Still, the job comes with perks. In 2003, Zerlang played a duet on the carillon with Princess Mathilde, now queen and the wife of King Philippe of Belgium, MA '85.

## Labor of love

Folk songs are commonly played on the carillon because of its origins as a folk instrument in Europe. But Zerlang prefers to perform music written specifically for the bells. "The harmonic structure kind of dictates what works well," he says. The pieces he plays, such as those by award-winning composer John Courter, aren't well known by most people. "Mozart did not write for the carillon."

## Persistence required

Students who want to learn to play the carillon "have to chase me down," Zerlang says. "I want to see that they really want to do this." When he's convinced of their interest, he requires an audition on the piano. "I won't let just anybody play from the tower. There's a certain standard. Otherwise, that's just not fair to the public." ■

WATCH ZERLANG PLAY AT  
[ALU.MS/CARILLON](http://ALU.MS/CARILLON)



## Featured Courses

---

Politics 2022: America at a Crossroads

Iconic Artworks of the Renaissance

Climate Change in Context: What Does the  
Past Tell Us about the Future?

19th-Century Gothic Novels:  
*Frankenstein* and *Dracula*

Ethical Data and AI: Concepts and Tools  
for Responsible Decision-Making



Join us on campus or online this fall.  
Quarter starts September 26.  
SAA discount available.

[continuingstudies.stanford.edu](https://continuingstudies.stanford.edu)

PURSUIITS

# I'll Have Flies with That

When selling plants is a killer business.

BY KALI SHILOH

**j**

**OSH BROWN** was at a crossroads in 2009 when he pulled into the parking lot of California Carnivores, one of the largest and oldest carnivorous plant nurseries in the United States. He'd been there many times before as a customer, but this time, he was preparing to enter the industry that would soon consume his savings. He glanced out his driver's side window, then did a double take. Sitting in the car next to him was Drew Martinez, '07, a former Stanford wrestling teammate he hadn't seen since graduation. Brown briefly considered walking inside without acknowledging Martinez to avoid a potentially embarrassing conversation about the unusual hobby he'd had since childhood.

"What are you doing here?" Brown, '06, asked as they emerged from their cars near a large metal sculpture of a Venus flytrap.

"I'm here to give a presentation on carnivorous plants," Martinez said. "What are you doing here?"

"I'm here to listen to a presentation on carnivorous plants."

Only then did the men discover that they'd both harbored vicious vegetation in their dorm rooms. For Martinez, it was meat-eating pitcher plants on the windowsill. For Brown, it was pitcher plants, sundews, and butterworts in a fish tank under his bed. "You

don't want to tell people you have plants growing under your bed," Brown says. "Then you become the weird plant guy." But he was the weird plant guy, and so was Martinez.

In the 13 years since that parking lot reunion, both have built profitable nurseries that sell flesh-eating flora to customers around the country. Brown owns Predatory Plants in Half Moon Bay, Calif., where he ships out thousands of carnivorous plants every month. Martinez owns Carnivoro in Austin, Texas, where his rare offerings are so prized that one earned a mention from Guinness World Records. Their merchandise—once it's mature—can not only trap flies but also digest lizards and even, it's been said, ensnare monkeys.

While carnivorous plants are found on every continent except Antarctica, the species are geographically isolated, each suited to grow in precise and inflexible conditions, like a single hilltop in Borneo or a small boggy stretch in the Carolinas. U.S. nurseries have historically imported the exacting commodities from abroad; Brown and Martinez are among a handful of U.S. businesses with labs that clone and propagate them en masse. It's a painstaking process, but producing their own supply helps meet consumers' seemingly insatiable demand and reduces

the culling of plants in the wild. With collections started in middle school and decades spent perfecting technique, they've become two of the largest carnivorous plant retailers in the country—each carving out a niche in a pugnacious world far from Stanford's wrestling mats.

**BROWN FIRST VISITED** California Carnivores when, at 13, he needed plants for a science fair project. His mother drove him 90 miles from Half Moon Bay to Forestville to buy Cape sundews—small, tentacled plants beaded with sticky droplets that trap insects. Not long after, they returned to buy a pitcher plant—which he later named Maiden—and his obsession took root. "I still have that plant," he says. At least 24 years old, it stands tall in his greenhouse, surrounded by offspring Brown grew by propagating its seeds.

Almost all carnivorous plants are native to bogs, where the soil is saturated with slow-moving water that carries away essential nutrients. To survive, carnivorous plants adapted to seek nitrogen, phosphorus, and potassium from an alternative source: meat. Once prey is trapped, most carnivorous plants secrete digestive enzymes to dissolve the victim's soft parts, leaving only a shriveled exoskeleton. The founder of California





a



b



e



c



d

**BITE ME:**  
(a) Tissue cultures at Carnivero; (b) some of Brown's *Nepenthes*; (c) Brown holding the decades-old Maiden; (d) Martinez in his greenhouse; (e) *Nepenthes Clipeata* Wistuba. Opposite page: *Nepenthes Edwardsiana* Gold.

CLOCKWISE FROM TOP LEFT: JESSE HURO/CARNIVERO; JOSH BROWN/PREDATORY PLANTS (2); JESSE HURO/CARNIVERO; CARNIVERO

Carnivores, Peter D'Amato, describes gruesome results in his bestselling book *The Savage Garden*. The artistic, cup-shaped leaves of pitcher plants, he explains, are filled with tempting fluid and become a “madhouse prison” as ants, wasps, and flies slip in, panicking together before drowning.

Martinez was 12 when he first saw the predation in action. While visiting their aunt and uncle in San Francisco, Martinez and his brother were treated to a trip to California Carnivores. Plagued by the hot, dry climate of his native Phoenix, he'd grown up enamored with rich, tropical landscapes. “Carnivorous



**‘The allure of *Nepenthes* is they are the type of iconic carnivorous plant that people dream up.’**

—MARTINEZ

plants were the epitome of that,” he says. “Really unique and really bizarre.” It wasn't long before he was borrowing his father's thermal physics textbooks to teach himself how to construct greenhouses to keep his plants alive in the Arizona heat. After Stanford, he nurtured his interest in plant cultivation with jobs at Pacific Biosciences and Google X, where he honed lab techniques and developed expertise in optics that later helped him engineer specialized grow lights. In 2009, his resolve to start a nursery was cemented during a trip to Borneo led by biologist and wildlife photographer Chien Lee. Peering out the window of a Twin Otter plane

as it glided over a national park, Martinez saw that the land beyond the park's border had been stripped bare by development. He realized a nursery could help preserve biodiversity. “It had a pretty profound effect on me,” he recalls.

Brown, meanwhile, was working at Microsoft, thinking he would grow and sell carnivorous plants out of his Mountain View apartment as a side project. One day in 2009, he went on Craigslist and typed in “greenhouse,” looking for something that would fit on his outdoor deck. The first listing for “greenhouse space in Half Moon Bay” was much bigger than he'd planned but had an address just two miles from his childhood home. He set up a visit, called in sick to work, and drove to the coast. The 1,000-square-foot greenhouse set his mind in motion. In less than 48 hours, he tracked down the world's four major carnivorous plant wholesalers, registered the domain name predatoryplants.com for \$7, and gave notice at work.

Later that year, Martinez and Brown decided to jump-start their inventories with help from Sri Lanka-based Borneo Exotics, one of the world's largest exporters of lab-grown plants. “I did my first order with them at Drew's kitchen table in East Palo Alto,” Brown says. “I still have that paper somewhere.” For the next few years, they continued to work in tech while building their businesses, but by 2016 they'd both committed to their nurseries full-time.

**THE VENUS FLYTRAP**, with its clamshell-shaped jaws that quickly snap shut, is the most recognizable carnivorous plant, and both Brown and Martinez sell it. But the plant is temperamental, stays dormant for three months out of the year, and doesn't do well indoors, where most customers keep theirs. (Brown says he is *not* a fan of it.)

Instead, the crown jewel of their nursery operations—the genus that captivated Brown and Martinez as children—is the tropical pitcher plant, or *Nepenthes*. “If there is a royalty among carnivorous plants,” writes D'Amato in *The Savage Garden*, “that distinction surely belongs to the *Nepenthes*.” Notoriously tough to cultivate, this was the plant that earned Martinez a nod from Guinness World Records. His brightly colored *Nepenthes veitchii* sold for \$3,500 in 2020,



**‘You don't want to tell people you have plants growing under your bed. Then you become the weird plant guy.’**

—BROWN

making it one of the most expensive carnivorous plants on the planet.

“The allure of *Nepenthes* is they are the type of iconic carnivorous plant that people dream up,” says Martinez. Famous for their highly evolved leaves, which form waxy, pitcher-shaped bowls of fluid, tropical pitcher plants attract collectors and poachers alike with their variety. Pitchers can be as soft as petals, as hard as wood, rimmed by “fangs,” speckled or striped. Martinez and Brown occasionally pull dead rodents from the pitchers that hang in their greenhouses, and rumors persist that in Malaysia, shop owners remove drowned baby monkeys each morning before customers arrive.

The epicenter of *Nepenthes* distribution is in Southeast Asia, where Borneo Exotics produces a significant portion of the world's supply in its labs. “Not everybody's capable of doing that,” says Stephanie Howlett, co-owner of Texas-based PetFlyTrap.com, which has been selling carnivorous plants since 1993. “Most places aren't equipped for it.” Howlett says she can count the number of large-scale carnivorous plant nurseries in the United States on one hand, Brown's and Martinez's among them.

To understand why there are so few, consider a pitcher plant's life cycle. “Each plant,” Brown says, “is either a male or a female at birth, and there's no way to tell until you

flower them. They don't flower—at least the ones that I grow from higher elevations—until they're 5 to 15 years old. You need to flower simultaneously a male and a female because the pollen doesn't store very well, or at least we're just now figuring out how to store the pollen." After pollination, it takes four months for a seed to ripen, two months for the seed to germinate once planted, and two years for the plant to grow big enough to sell.

Brown prides himself on volume and says *Predatory Plants* is now the largest producer of seed-grown *Nepenthes* in the nation. "I am not a plant nursery that sells online," he says. "I am a logistics company that grows plants." Carnivero, too, is one of the country's largest retailers, but its ethos is decidedly flora-first. After relocating from the Bay Area to Austin, Martinez built his own lab, where he focuses on cultivating rare, expensive plants. The 400-square-foot room houses 10,000 containers of agar, each holding the tissue of

future plants, including some of the most endangered species in the world.

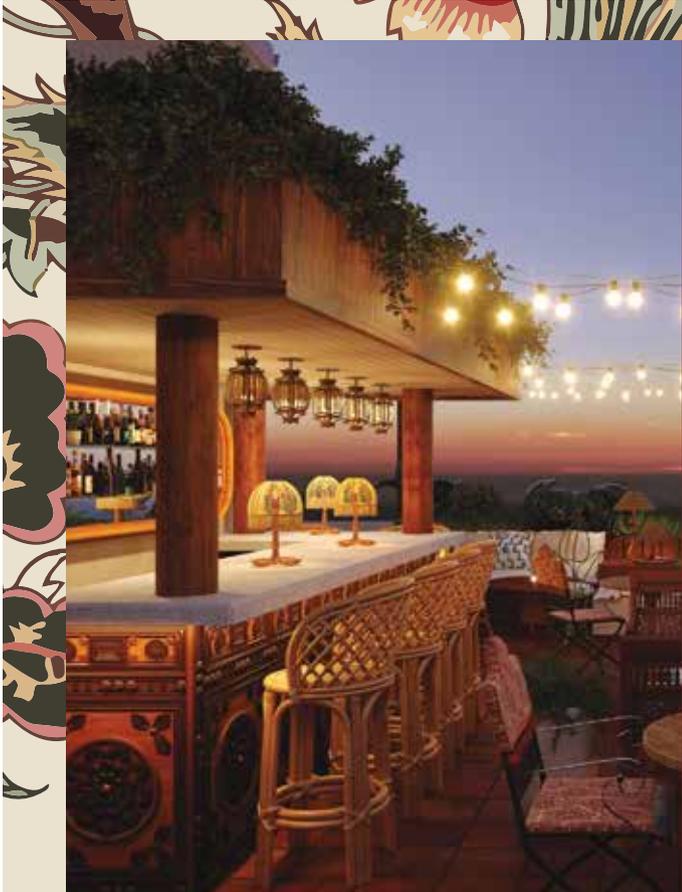
Lee, the wildlife photographer from Borneo, remembers the popularity of carnivorous plants exploding in Western horticulture and in Indonesia in the early aughts, spurred along by the education—and sales—made possible by the internet. He saw critically endangered species being sold by the kilo. And on a recent trip to Malaysia's Maliau Basin, he discovered pitcher plants he'd been photographing for decades either withering or dead from the stress of recent droughts. COVID-19 shutdowns further drove interest in plant cultivation around the world as people cast about for ways to keep busy indoors. The hope of Martinez, Brown, and other nursery owners is that they can keep up with demand while helping species survive on a changing planet. "It's very important to have these nurseries," Lee says. "If there was no propagation at all, then these

plants would really be devastated in the wild."

In 2020, California Carnivores permanently closed its physical shop in order to focus on online sales. The closure leaves *Predatory Plants* as the only carnivorous plant nursery in the United States with a brick-and-mortar storefront, though one other nursery is close behind: "We actually have the storefront greenhouse structure already on-site and are ready to build," Martinez says. When he opens to the public (he's just awaiting permits), he'll know just who to turn to for advice. He and Brown regularly bounce ideas off of each other, discussing everything from email marketing to greenhouse design in ways many competitors might not. But they never exactly thought of themselves as competitors.

They started on the same team, after all. ■

KALI SHILOH is a staff writer at STANFORD. Email her at [kshiloh@stanford.edu](mailto:kshiloh@stanford.edu).



# COMING WINTER 2023

Whether you're in town rallying for a Cardinal win or taking a campus walk down memory lane, we're here to make your stay memorable.

*Graduate*  
PALO ALTO

488 University Ave. Palo Alto, CA  
[graduatehotels.com/palo-alto](http://graduatehotels.com/palo-alto) | [@graduatehotels](https://twitter.com/graduatehotels)

CONSIDER THIS

# Mind Over Major

The case for using college to become more interesting.

BY DAN EDELSTEIN

“What if I were to tell you that your major didn’t matter?” These were not the words that the students in my first-year seminar were expecting. Some had already chosen their major before arriving at Stanford; for others, it was an agonizing, existential decision. But our course, part of Stanford’s new first-year requirement in Civic, Liberal, and Global Education (COLLEGE, for short) invited them to reconsider the very purpose of their undergraduate education. As they entered Stanford, their future major appeared as the most important part of college, and their key to future success. Our course, *Why College? Your Education and the Good Life*, questioned these assumptions. What is the appropriate measure of success? Is college supposed to train you for a job, or does it serve other purposes as well? And what are truly the most important skills in life?

The new COLLEGE requirement, which grew out of Stanford’s Long-Range Vision, responds to concerns that our students no longer appreciate or even understand the goals of a liberal education. This is problematic for a number of reasons, notably because that is the name given to the kind of education they are receiving. Unlike students in England or China, Stanford students do not enroll in a major before they matriculate. And they do not single-mindedly pursue a major but take a number of general education courses, as well as writing, language, and breadth requirements. If students do not appreciate why their college education is structured in this way, they are unlikely to maximize its benefits.

Liberal education is also more than a type of curriculum design: It is a philosophy of

education. (*Liberal* in this context has nothing to do with being politically liberal.) And it is a philosophy that does not place work or careers at its center—something that today sounds almost quaint. The original concern of liberal education was what we should do with our leisure.

*Leisure* is a term that calls to mind the lifestyles of the rich and famous. But it has a much more dignified history. The ancient Greek word for leisure was *scholé*, which noncoincidentally was also their word for school. School was where we learned what to do with our leisure. The ancient Greeks argued that if we did not explore and question how best to spend our free time, we risked wasting it. How can we find true happiness? What makes life worth living? Upon inspection, most of the commonplace answers—power, money, sex—turn out to be rather unsatisfying. Acquiring power is as much a matter of luck as of skill, and so is largely out of our control. Of wealth, the Athenian sage and lawgiver Solon famously wrote, “no bound has been fixed or revealed to men.” As for sex, the philosopher Epicurus argued that our dependence on sensual gratification led to longing more than satisfaction.

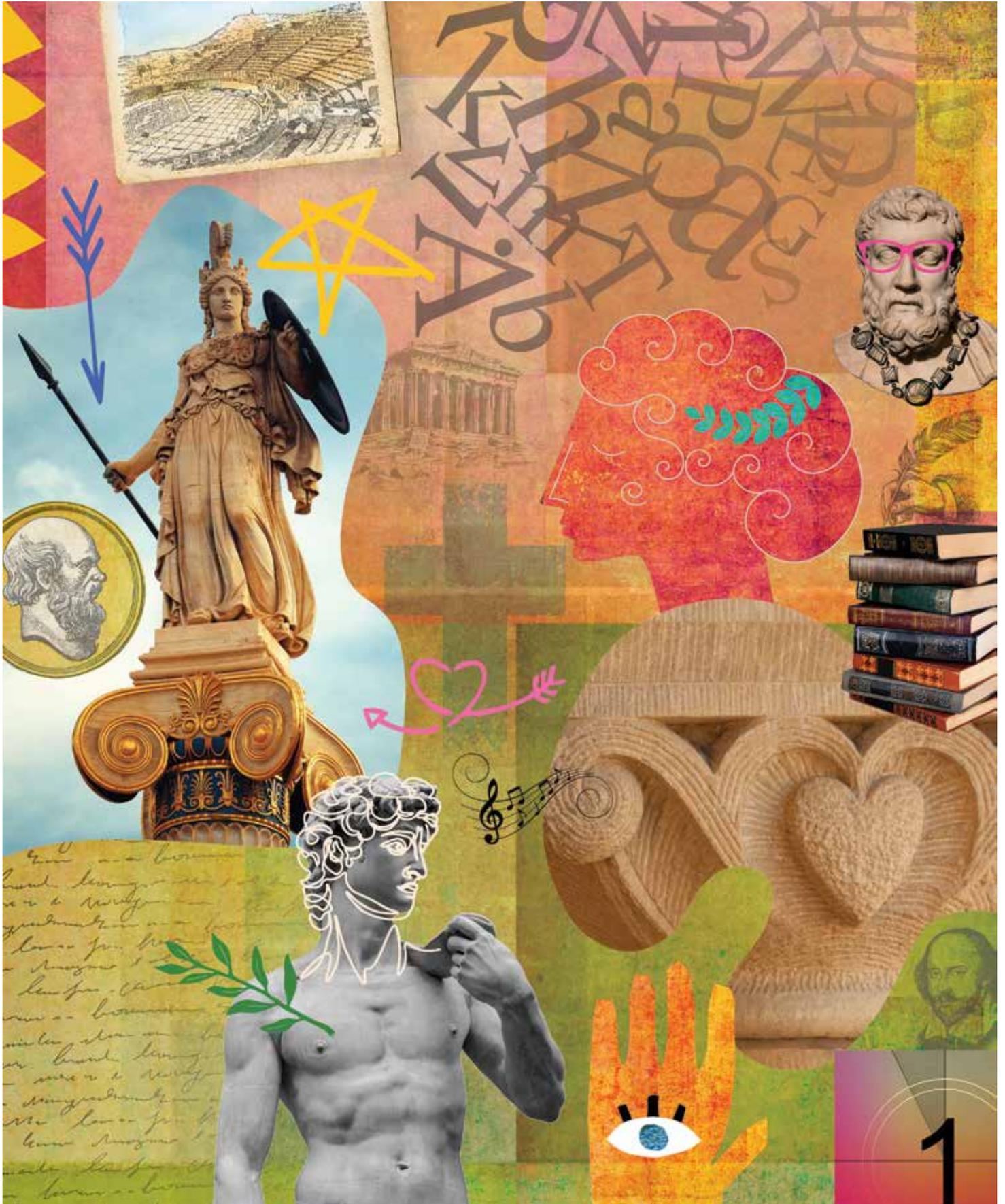
Today, we are not used to placing questions about happiness at the heart of our educational system. Part of the reason is that we have turned work into a cult. We do not see work as a means toward other goods, but as an end in itself. The upper echelons of the corporate world understand this well, and hardly afford their members any leisure time at all. Leisure has been downgraded to those rare moments when we are not working. By contrast, for the

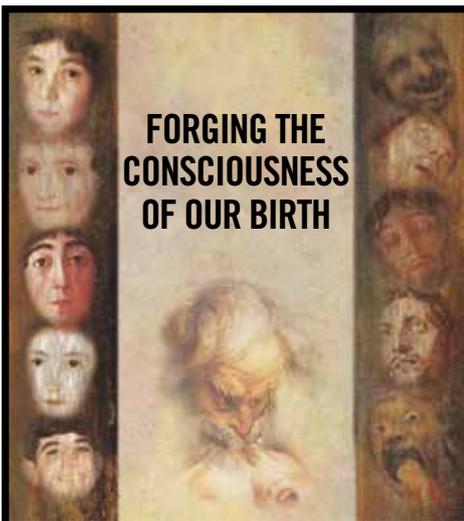
ancients, it was work that got in the way of leisure. In Latin, work (*negotium*) is literally the antithesis of leisure (*otium*).

We have grown accustomed to thinking of leisure as something not to be overthought. Watch a game, take a vacation, go to the mall—just chill out! Of course, we have been heavily conditioned to consider certain activities as “natural” forms of leisure. Some of this conditioning is cultural, but much of it is economic. Think about the amount of money we spend on leisure and the commercial interests that shape our habits. How often do we stop to ponder the alternatives?

Leisure is also much more than weekends and days off. It’s the time we spend in the evenings with our friends, our partner, our family. How do we fill that time in a fulfilling way? A good way to answer that question is to ask ourselves whom we like to be around. Someone with an unusual past, or who reads widely, or who’s traveled to exotic locations—these are the people who make for more appealing companions. Anyone who’s ever seen a rom-com knows that it’s not the straightlaced jock with the promising career who wins the girl’s heart, but the goofy, eccentric guy who’s just more interesting and fun.

Few students see the overarching purpose of college as “becoming a more interesting person.” But failing to do so can seriously limit their chances of finding happiness in life. They may still be successful in an economic sense, but research shows that there is an “income satiation level” above which increases in wealth do not lead to increases in happiness. A liberal education contributes directly to our future well-being by preparing us for more





FORGING THE  
CONSCIOUSNESS  
OF OUR BIRTH

Andy

SELF TEACHING FELLOWSHIP

自我教学

WWW.ANDYO.ORG

Sponsored by: WETANKNY.COM

**ATHENA PHEROMONES™  
INCREASE AFFECTION**



Created by  
Winnifred Cutler, Ph.D.  
in biology from U.  
Penn, post-doctoral  
work at Stanford.  
Co-discovered human  
pheromones in 1986

Effective for 74%  
in two 8-week  
studies and 68% in  
a 3rd study.

**PROVEN EFFECTIVE IN 3  
PUBLISHED STUDIES**



Unscented  
Fragrance  
Additives

**INCREASE YOUR  
ATTRACTIVENESS**

Vial of 1/6 oz. lasts 4-6 months

Athena 10X™ For Men \$99.50

10:13™ For Women \$98.50

Cosmetics Free U.S. Shipping

♥ **Max (MA)** 12 orders "Love your 10X product! I enjoy the attention I get from women. I really believe women pay more attention to me."

♥ **Rita (NM)** "I am a 72 year old widow, and it is sure nice 1013 works so well. Instead of being ignored, it is wonderful that people smile, say hello, are warm to me. Thanks so much for your research."



Not in stores 610-827-2200

**Athenainstitute.com**

Athena Institute, 1211 Braefield Rd., Chester Spgs, PA 19425 STF

meaningful and satisfying interactions with others. To be sure, there are fulfilling activities that we can enjoy on our own. But few of us will find the good life wholly in solitude. Epicurus's school was called the Garden, and his students lived there together, pursuing their interests collectively, as friends. This ideal lives on in the college campus, with its residential life, leafy setting, and intellectual debates.

Many of the more fascinating aspects of human life require an introduction. Classical novels by the likes of Flaubert and Tolstoy are a great source of insight about human behavior and psychology, but they can seem formidable if you are unaccustomed to the genre. Classical music is an endless source of consolation and inspiration, but the ear needs some guidance to appreciate its pleasures. Even popular sources of entertainment—movies, TV shows—become richer and more complex upon examination. Human biology, sociology, astrophysics, linguistics—just about any topic can be a spark for thoughtful conversation and discovery.

Becoming an interesting person means having interesting thoughts to share, but also to ponder. Sometimes we are our only company. Commuting to work, folding the laundry, waiting to pick up a child after school: Where do you go in your mind? A 19th-century report by Yale faculty imagined the student's mind as a room, with the goal of education being to "furnish" it. To have a well-furnished mind is to never be bored. The novelists or essayists you once read are always on hand to offer their advice; you have a repository of symphonies and sonatas to choose from, depending on your mood; and your eye may detect a resemblance between the parent waiting beside you and the subject of a painting you once glimpsed. The best libraries, concert halls, and museums are those we carry in our minds.

Many students are receptive to these ideas: Who doesn't want to be happy? But often they feel that this kind of cultural enrichment is a luxury they can't afford. Leave such leisurely pursuits to the leisure class: The rest of us must focus on earning a living and providing for our families. Of all our professional duties, though, the most important is one that we fulfill in our time off: citizenship. To maintain a successful democracy, we must vote responsibly. We have a duty to inform ourselves about the

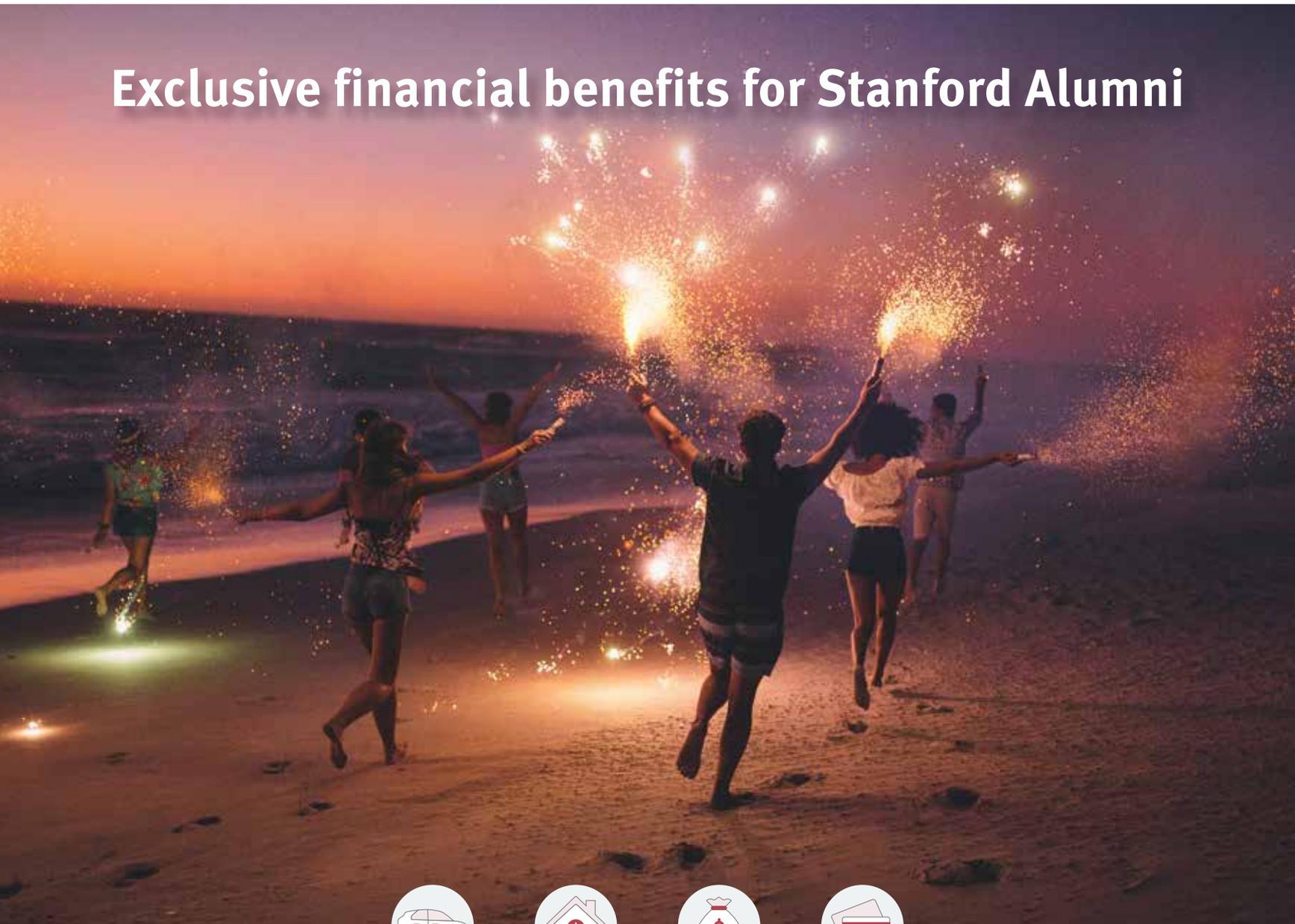
issues and the candidates on the ballot. It takes skill to unravel the complexities of many issues and the rhetoric of most politicians. This is the skill that a liberal education is meant to provide, for the free citizens of a democracy or a republic. After all, *liberal* derives from the Latin word *liberalis*, meaning *free*. Once we cease investing in liberal education, or our students give up on its philosophy, we risk losing our ability to govern ourselves collectively. We risk no longer being free.

When students confront the philosophy of liberal education, they can feel as though they're facing a dilemma. Through one door, wealth but possible emptiness; through the other door, purpose but possible penury. The truth is that having a broad diversity of interests and insights on many topics will help win people over at work as well as in leisure. There are many professional advantages to speaking a foreign language, understanding group psychology, or knowing history. But more than the specific knowledge that we acquire through a liberal education, it is the manner in which we study that proves most useful in the end. Employers overwhelmingly report that they care little about majors and much more about communication, collaboration, and critical thinking skills. These are precisely the skills that students hone during discussion seminars in the arts, humanities, and social sciences. The same skills make us desirable both as friends and as co-workers.

To the extent that students have a choice to make, then, it is whether to work against the system of education in which they find themselves or to work with it. Working against it means focusing obsessively on a single topic, be it computer science or creative writing. Working with it means embracing our natural curiosity and recognizing that every topic taught at the university makes our lives richer by revealing the fascinating complexity of the world. "Wonder is the beginning of philosophy," pronounced Socrates. It is also the source of friendship, happiness, and a good life. ■

DAN EDELSTEIN is the William H. Bonsall Professor of French. He also directs the unit that administers the new first-year requirement, COLLEGE, for all undergraduates. Email him at stanford.magazine@stanford.edu.

# Exclusive financial benefits for Stanford Alumni



- Exclusive discounts on auto loans and mortgages
- \$250 cash bonus with a free checking account and payroll direct deposit
- Free ATMs and extra perks for active and engaged members!

[sfcu.org/alumni](https://sfcu.org/alumni)

*Stanford Federal Credit Union serves thousands of alumni across the globe as a full-service bank with great rates, minimal fees and a Personal Banker. Exclusive credit card partner of the Stanford Alumni Association.*

## PIVOTS

# The Plot Twist

How a TV news producer wrote her own Hollywood ending.

BY KELLI ANDERSON

**To** many of her broadcast journalism colleagues, Sylvia L. Jones had the ideal gig: She was an award-winning special projects producer in her hometown of Chicago who took deep dives into plum assignments. Yet in 2016, at age 44 and “with everything to lose,” Jones decided to blow that all up. Her follow-up move? Pursuing a career as a Hollywood TV writer, which she had first imagined for herself in the early 1990s, in the Ujamaa TV lounge.

Every Thursday night, members of Stanford’s Black community would gather in that snug space to watch *The Cosby Show*, followed by *A Different World*. “It was a bunch of smart people, enjoying smart TV, with people on it who looked like us,” says Jones, ’93. “I felt this burning thing, like ‘I want to see if I can do that’—create that feeling we had in that room.”

Jones’s writing talent and work ethic, her friends predicted, would make her a showbiz superstar. “I thought Sylvia would be the next Oprah,” says Ashanti Hunt, ’93. “If not in front of the camera, then influencing things behind it.”

Just one problem: Jones had no industry contacts or road map. Hollywood intimidated her. “I’d hear about people who waited tables in L.A., hoping to get discovered,” she says. “I knew I couldn’t come from the South Side of Chicago, make it through Stanford, and tell my mother I was going to wait tables in L.A.” Journalism seemed safer, more academic. “Academics I could do. And I could still tell

stories, put them on TV, and have an impact.”

After graduating in three years with degrees in psychology and communication, Jones earned a master’s in journalism from Northwestern. She worked as a freelance morning-show writer, a substitute teacher, and a reporter and producer before landing at WKBD-TV in Detroit. There, she found her niche as a special projects producer—“a hybrid between being the producer in control and the reporter who gets to interface with the people, which is what I love to do most,” she says.

In May 2001, she moved to Chicago and spent 15 years at WGN and ABC7, covering stories from 9/11 to local gun violence to the 50th anniversary of the Selma march. Along the way, she collected two Emmys and an Edward R. Murrow Award, and became known for her integrity, humility, and compassion. People trusted Jones to tell their stories, says former ABC7 colleague Hosea Sanders. “She listens, and she looks out for people.”

Being one of the few Black female voices at the table presented challenges, Jones says, that have carried over to her second career. “My journalism career was exciting. It was rewarding. It was more than I could have imagined,” she says. “But I found myself constantly fighting—in editorial meetings to get coverage for certain events or stories, or fighting about how certain stories were being made.”

Into the 2010s, she was on top of her game professionally. But in her personal life, she

was enduring what she calls the worst seven years of her life. She lost her dad to congestive heart failure. Her mom died after a three-year cancer battle during which Jones served as her primary caregiver. And Jones became “an instant single mother” when her grandnephew and grandniece suddenly needed a home. “The day that I rescued the kids was the one-year anniversary of my mother’s death,” she says. “I was a mess. But I immediately had to jump into make-it-happen mode.”

As a journalist, Jones never knew where she’d be when it was time to pick the kids up from day care. Every day, as that hour drew near, “the anxiety started churning my stomach, like, am I going to be able to get off and get them?” she says. “It was physically, mentally, and emotionally exhausting. There’s this expectation that, as a Black woman, you’re so strong and nothing is too much. A lot of times, I was suffering and really at my wits’ end. I didn’t even realize how much I needed help—help with them as well as help for my own mental health.”

In August 2015, Jones’s frosh roommate and close friend, Erika Jackson, ’93, died of breast cancer. “I felt like I was walking around with a dark cloud over my head,” says Jones. Her doctor thought she was depressed. She sees now that he was right. “I thought I was in survival mode. I was doing what I needed to do. I felt like I couldn’t stop because too many people were depending on me.”

Eventually, the kids rejoined their mom,



LAWRENCE AGYEI

and as the fog began to lift, Jones thought about shaking things up. While covering the 2016 presidential primaries, “I started asking myself, if money weren’t a factor, if fear weren’t a factor, if what people think weren’t a factor, what would you want to do with your life?” she says. “And it came back to, I wonder if I could be a TV writer in Hollywood?”

She found a 10-month screenwriting program at UCLA and applied without telling her friends or family. Getting in would be her cue to tear up the script.

She got in. The program started two weeks later. When she announced she was leaving, even her closest colleagues were stunned. “She had what was considered a dream job in local TV,” says Sanders. “And she was the best in the business at what she did.” Jones had doubts too. But she didn’t think Hollywood could beat her up any worse than life already had—and she didn’t want to regret not trying.

The UCLA program consisted of screenwriting workshops and lectures about the industry. While her TV journalism training helped her keep her scripts tight and present things in a visually compelling way, Jones had to relax her hard-wired adherence to factual accuracy. “In my scripts I’d want to stick to the facts of the way something would actually happen,” she says. “But that might not be the best thing for the story. UCLA helped me realize: Now I can let anything happen. A person can walk into a store, knock over the whole display, and get away clean while everyone just stands there.”

Jones had started job hunting as soon as the program started. After four months of networking, she landed an entry-level gig as a production assistant in the props department for the second season of *Criminal Minds: Beyond Borders*.

When the show required facsimiles of Italian mail from decades ago, Jones contacted the head of the Italian department at a local university, who sent her examples of vintage Italian postal marks. “When I told my boss how I had gotten all this information, her mouth dropped,” says Jones. “She was like, ‘We just google everything!’”

When the show was about to wrap, Jones asked executive producer Adam Glass for a meeting. She showed up with two spoons and a bowl of banana pudding. (Glass had mentioned his Southern grandmother, and Jones

thought he might like Southern desserts.) They discussed her life story and her ambition to write. “I loved her story, loved her energy,” says Glass. His next job, as it happened, was as executive producer for *The Chi*, a new drama about a neighborhood on Chicago’s South Side. The writers’ room might need someone who knew the place as well as Jones did.

Jones became the writers’ assistant for the show. She tracked and took notes on everything that happened in the room, and she even wrote a late-season episode with Glass. “It’s an all-encompassing job, and some people really struggle with it,” says Glass. “But Sylvia took to it like a fish to water. She had strong opinions about what was or wasn’t being shown about the neighborhood, and she had no problem speaking

## ‘Did I just make the person who wrote the *Scream* franchise shiver? That was the moment I realized I can do this.’

her mind—it’s one of the things I love about her. I think that comes with age and experience. Most people see being older as a disadvantage; I think it was every advantage to Sylvia. Her scripts were really good and authentic—she writes the way people speak.”

Her next job was as a writer on *Pearson*. As Jones was settling in, a director from *The Chi* passed her name to a producer at Lifetime who was developing a biopic on gospel vocalists the Clark Sisters. Jones would be the fourth writer to take a shot at writing a workable script.

The parallels between her own life and that of the Clarks, five sisters from Detroit who were managed by their devout, hard-driving mother, were striking: Jones was the third of four sisters, and her own mother “had that attitude of holiness or hell—you weren’t going to have time to get in trouble because you were going to be in church,” says Jones. A fan of the Clark Sisters from childhood, Jones was also a singer and

had sung in the Stanford Gospel Choir.

Jones did multiple interviews to tease out the dynamics among the sisters. “Everybody saw the fire, but you’ve got to get interviews from five people because they all saw something different,” she says. “The knowledge of how to pull together the information that I needed to create a story for that movie came directly from being a journalist.”

Her script was a hit. The April 2020 premiere of *The Clark Sisters: First Ladies of Gospel* was the most watched film on Lifetime in four years and won a Satellite award for Best Motion Picture Made for Television.

Jones has also delivered on projects far outside her comfort zone. When she was interviewing with *Scream* creator Kevin Williamson for a job on *Tell Me a Story* in 2018, she warned him that she had little experience with key elements of the series: Nashville, country music, horror.

Williamson told her, “I’ve read your writing; you do character and emotion. That’s what we need. I can take anything you write and sprinkle horror dust over it.” The show represented a creative breakthrough for Jones. “My best day was a day that we were pitching on ways to kill somebody,” she says. “And I pitched something that was so gruesome that Kevin goes ‘Aaaah!’ I said, Wait a minute. Did I just make the person who wrote the *Scream* franchise shiver? That was the moment I realized I can do this. I can use my imagination and be a real writer.”

Lately, her imagination has been busy: Two shows Jones wrote for—*Power Book 4: Force* on Starz and *The Endgame* on NBC—have aired this year. (Episode 4 of the latter, for which she was the head writer, involved two other Stanford alums: director Jono Oliver, ’87, and series co-star Ryan Michelle Bathé, ’98.) Jones is also pitching show ideas, as well as planning retreats for would-be TV writers like she once was, with no access to the industry and no idea how it works. Yet she isn’t sure a straighter path to Hollywood would have been the best one for her. “I strongly believe that a lot of my success comes because of my journalism career,” she says. “Without it, I don’t know that I would have made it to where I am now.” ■

KELLI ANDERSON, ’84, is a writer in Sonoma, Calif. Email her at [stanford.magazine@stanford.edu](mailto:stanford.magazine@stanford.edu).

# Stanford Graduate School of Education proudly announces the recipients of the **Alumni Excellence in Education Award**



## **Alison Cook-Sather, MA '87**

**Stanford Teacher Education Program (STEP)**  
*Mary Katharine Woodworth Professor of Education,  
Bryn Mawr College*

COOK-SATHER is an influential leader in the field of student voice. She is recognized internationally for creating the Students as Learners and Teachers (SaLT) program, which places undergraduates in the paid position of pedagogical consultant to faculty. Based on the premise that everyone is both teacher and learner, SaLT strives to foster equitable educational practices in higher education that redress the harms experienced by students from equity-seeking groups.



## **David Heinke, MA '08**

**Stanford Teacher Education Program (STEP)**  
*Teacher and Math Department Lead, Fremont High School*

HEINKE is recognized for innovation in mathematics teaching, and for building pathways for students to see and wrestle with mathematics in the world around them. As a STEP Cooperating Teacher, he has helped mentor a generation of STEP candidates. He has led efforts to ensure that all students have access to challenging content that opens doors to opportunity while fostering a classroom community where students feel responsible for their individual and collective learning.



## **Ting Lan Sun, MA '88**

**Stanford Teacher Education Program (STEP)**  
*Co-Founder, Natomas Charter School*  
*Adjunct Faculty and Leadership Coach, Sacramento County  
Office of Education*

SUN is known for pioneering work in the charter school movement and for extraordinary versatility in applying her knowledge of teaching and school operations to state policy design. She has influenced California schools through decades of public service. Sun has worked tirelessly to create and inspire schools to be innovative places that improve the prospects of all California students, irrespective of their cultural, linguistic, or socioeconomic backgrounds.

## **LIFETIME ACHIEVEMENT AWARD**



## **Marco Antonio Rodríguez Revoredo, MA '75**

**Stanford International  
Development Education Center**  
*General Coordinator of ALAS  
(Teaching Literacy to the Deaf)*

RODRÍGUEZ REVOREDO is recognized for his advocacy in defense of the right to education for deaf-mute children in México, and for creating Alfabetizar a Sordos (ALAS), or Teaching Literacy to the Deaf. ALAS is a digital platform embedded in a humanistic pedagogy, to facilitate literacy instruction for hundreds of thousands of members of the deaf community in Latin America. ALAS has opened new doors to independence and inclusion across the deaf community so they may realize their full human potential.

The 2022 honorees will be formally recognized on **Thursday, October 20.**  
[ed.stanford.edu/alumni/award](https://ed.stanford.edu/alumni/award)

SPOTLIGHT

# Life, the Metaverse, and Everything

Millions of kids today make and play games on Roblox. They're also helping build the virtual worlds of tomorrow.

BY LOUISE MATSAKIS

**T**HE ONLINE GAME *Adopt Me!* revolves around raising digital pets. It begins by dropping players into a cheerful fairytale world, the kind of town where the Keebler Elves might be your neighbor. Pets start as mysterious eggs that can hatch at any moment, revealing cute, bug-eyed animals, and checks for \$25 regularly appear out of thin air. The gameplay in *Adopt Me!* is freeform, and as players explore and make friends with other players, they learn that the virtual currency they earn can be used to unlock things like fairy wings for their avatars, polka-dot wallpaper for their homes, and, most important, food and other necessities to sustain their animals.

A contemporary to mainstream franchises such as *Animal Crossing* and *Pokémon*, *Adopt Me!* has been played more than 29 billion

times, making it one of the most popular video games in the world. But it's not the creation of a major corporation like Nintendo. It was designed by an indie company on Roblox, an online gaming platform that has exploded in popularity over the past few years.

Co-founded by David Baszucki, '85, and the late Erik Cassel in 2004, Roblox has two attributes that make it stand out from its peers: Each of the millions of games in its catalog was created by the site's users themselves using the company's proprietary software, Roblox Studio. And almost half of the roughly 54 million people who log on to the platform daily are under the age of 13. In 2020, the company estimated that 75 percent of children aged 9 to 12 in the United States had created a Roblox account.



“What was, I think, unique about Roblox is we wanted this to be highly user-generated,” says Baszucki, the company's CEO. “We wanted it to be very easy to create.”

Today, Roblox is poised at the edge of the gaming world, peering into an undefined future in a place called the metaverse. Therein lies the prospect of a new era of creation—not just of individual games for kids but of an immersive virtual universe, where children and adults alike might socialize, work, and shop. Roblox is already playing a role in its establishment by offering the tools, the platform, and the virtual currency for builders to make what they please.

“It's almost like Alexander Graham Bell just did that first phone call five years ago,” Baszucki says. “We're just starting to lay the



**ME 2.0:** Baszucki's avatar (left), known as builderman in Roblox's early years, would welcome new players to the platform.

telephone wires. We're starting to think that, ultimately, everyone around the world will be using the telephone and it will be a utility. We'll use it for everything."

#### THE KID ZONE

As a teenager in Minnesota, Baszucki spent hours programming on an Apple II, one of the first computing devices mass-produced for consumers. He continued pursuing the hobby at Stanford, where he studied electrical engineering. In order to spend time in front of a computer, he had to rent a terminal through the university's Low-Overhead Time Sharing project, aka LOTS. Aspects of programming were still very analog. "You would debug your [code] with a printout, which seems absolutely crazy," Baszucki says.

Four years after graduation, Baszucki and his brother, Greg, created Interactive Physics, a simulated physics lab for students. In the years that followed, Baszucki noticed that young people were not only doing their homework with his software but also creating their own simulations with it. He became familiar with the idea of the metaverse from reading Neal Stephenson's 1992 science-fiction novel *Snow Crash*, and he soon realized that an open, virtual system used by millions of people would be more powerful than static software sold in a box.

In 2003, Baszucki and Cassel, who'd led engineering at Interactive Physics, rented an office in Menlo Park and began working on an early prototype of what would become Roblox. When Roblox Studio launched on Windows

in September 2006, Baszucki assumed the username “builderman.” For several years, builderman automatically became friends with new players and sent a message welcoming them to the platform. (Baszucki now plays under the handle david.baszucki.)

In Roblox Studio, developers can custom design almost every aspect of their games, and each experience is unique. What unites them is a shared economy based on Robux, the platform’s native currency. (One Robux equals roughly 1 cent.) Another constant is the particular avatar a player uses, which follows them across Roblox games and can be personalized.

Roblox was one of several gaming companies that bet big on virtual worlds in the early aughts. Similar offerings included *Second Life*, *Minecraft*, and *The Sims*, all of which allow players to build and explore their own digital environments. *Second Life* and *The Sims* target adults and older teens. *Minecraft* was built for children, but is a “sandbox” video game rather than a platform. “I think [Roblox is] kind of an outlier as a thing in the world,” says Ian Bogost, a game designer, author, and computer science professor at Washington University in St. Louis.

Federal privacy regulations protect internet users under the age of 13, and many social media sites explicitly ban children because of the potential liabilities associated with collecting data from them. But Baszucki and Cassel got their start developing computer programs for classrooms. Creating a digital space for young people was a natural extension of their efforts.

In 2013, just as Roblox was beginning to gain steam, Cassel succumbed to cancer. Baszucki says the choices Cassel made after his diagnosis left a profound impression. “He really didn’t change anything in his life,” Baszucki recalls. “He didn’t go to the beach. He didn’t go to climb Mount Everest. He just kept working on Roblox, which was, I thought, a good lesson around trying to balance your life and live a life you would live no matter what.” After Cassel’s death, Baszucki set about the task of ensuring that Roblox grew into the company he and Cassel had worked so hard to create.

### CONSTRUCTION CHALLENGES

Baszucki soon had to face some of Roblox’s biggest public controversies. As the platform gained popularity, critics began expressing concerns that some Roblox developers were

using predatory tactics to hook kids and ensure that they spent a steady stream of their parents’ money, sometimes without their knowledge.

One 11-year-old reportedly racked up \$3,000 worth of in-app purchases in less than a week.

On the other end of the Roblox economy are child developers, who dream about getting rich from building games. Roblox takes a large share of any income that developers earn from their creations and the rest is paid in virtual currency, which can’t be converted into American dollars until a player has amassed at least 50,000 Robux. In a viral video, the YouTube channel People Make Games argued that Roblox profits from child labor.



**‘The ultimate extension of platforms like this is these will be places where people work together. There will be places where people go to school.’**

Baszucki stresses that Roblox is primarily about helping kids learn computer and programming skills while they socialize with their friends. They can make money on the platform, but that’s more of a fringe benefit. “We have to be very thoughtful, especially with younger creators, as far as how we talk about this,” Baszucki says. He compares building games on Roblox to age-appropriate jobs of the past. “Maybe 30 years ago, these were paper routes and mowing lawns.”

Allowing users to develop their own games presented another problem: Some of the stuff people post is vile. Roblox users began building a wide range of inappropriate games, including Nazi role-playing stories, simulated strip clubs, and re-creations of mass shootings. “I did see a lot of offensive content and scams,” says Esther Tok, ’25, who started playing games on Roblox when she was in middle school. She adds, though, that it’s often hard to tell

how serious people’s intentions may be. “I think a lot of the time it’s just a bunch of kids trying to be edgy,” Tok says.

Because its user base is so young, the company took a stringent approach to content moderation, banning depictions of real-world politicians, any kind of profanity, and all forms of romance, including hand-holding. “We very much over-indexed on civility versus the openness of the platform,” Baszucki says. Today, Common Sense Media rates Roblox as suitable for kids over 13 due to “continuing challenges with problematic content,” although it’s considered safe for younger users (kids themselves say 9 and up) with account restrictions enabled and parental monitoring.

### THE WORLDS BEYOND

A new challenge facing Baszucki is the simple fact that kids grow up. “[Roblox will] have to sort of thread this needle of having content that is interesting to an older audience, maybe more mature content, but also keeping their young children on the platform safe,” says Kellen Browning, a *New York Times* reporter who covers the gaming industry.

One potential answer lies in the metaverse. Hints are emerging as to how that might work. The music streaming service Spotify created an island on Roblox this year. There, players can create their own music and hang out in digital music venues. Gucci launched a whole Roblox town, including a garden, café, and store—where players can buy Gucci-branded items for their avatars. In June, pop star Carli XCX gave a performance on Roblox in partnership with Samsung.

It’s unclear whether these marketing schemes will lure older users to Roblox, but Baszucki says he is bullish about the potential of the metaverse and the willingness of consumers to buy into it. He sees it not as a single destination but as a new category of protocols that people and companies will use to build an array of interactive programs.

“The ultimate extension of platforms like this is these will be places where people work together. There will be places where people go to school,” he says. “There’s a lot of opportunity here for companies that innovate.”

As usual, the kids are leading us forward. ■

LOUISE MATSAKIS is a freelance technology journalist based in Los Angeles. Email her at stanford.magazine@stanford.edu.

# Welcome the New SAA Board Members

*Stanford Alumni Association (SAA) Board Chair, James Ambrose, '92, reports that five alumni representatives have agreed to serve on the SAA Board of Directors.*

**The following alumni began their terms on September 1, 2022.**



**HANS CARSTENSEN, '70, MBA '74**  
Shelburne, VT

After graduating from Stanford's Graduate School of Business in finance, Hans Carstensen worked as a member of the finance staff for the Weyerhaeuser Company, took a leave of absence to work for the governor of Washington, and later served for Weyerhaeuser as a lobbyist in Washington, D.C. After executive positions at both GNA Corporation and Aviva Life Insurance Company, Hans became president and CEO and a member of the board of directors at Shenandoah Life Insurance Company in Roanoke, Virginia, in 2012. He has also served on numerous boards including the United Way of Roanoke Valley and is currently president of the board of directors and chair of the executive committee of the Sawtooth Society. He also serves on the advisory council of the Bill Lane Center for the American West.



**IREENA ERTEZA, MS '87, PHD '93**  
Albuquerque, NM

After earning her PhD in electrical engineering from Stanford, Dr. Ireena Erteza spent almost three decades with Sandia National Labs as an expert in synthetic aperture radar, signal processing, and analytics. She is now a technical consultant, providing strategic vision and subject matter expertise. Ireena has received a number of national awards throughout her career for exceptional leadership, technical achievement, and public service, including Asian American Engineer of the Year, Society of Women Engineers Advocating for Women in Engineering Award, UNM Distinguished Alumni Award, Women Worth Watching Award, and Women of Color Technology All-Star Award. As a lifelong advocate for diversity, equity, and inclusion in STEM, Ireena's most recent efforts have focused on highlighting and influencing the critical DEI issue of the glass ceiling for technical staff professionals. As a life-long runner, Ireena always makes time for a Dish or Campus Drive run with friends or her daughter on visits to campus.



**GREG JUSTICE, '11**  
Redondo Beach, CA

Greg Justice is the VP of content at Calm, a mental wellness company that produces soothing sleep stories, meditations, and music. He's a passionate storyteller and easily distracted meditator who previously spent time building teams and mobile-first content experiences at Snap and TikTok. He also used to tweet on behalf of @StanfordAlumni and has volunteered with organizations including Special Olympics, Kara Grief Support, and College Track. While at Stanford, he majored in English, played club basketball, cooked at Sierra Camp, started a band, and met his wife Jordan Merback, '12. Greg and Jordan now reside in Redondo Beach, California, with their two little humans, Micah and Jett. Greg's college band never made it past the Farm, but they did headline Full Moon on the Quad in 2008.



**GABRIELLE SAGALOV, MBA '17**  
San Francisco, CA

Gabrielle Sagalov supports Worldwide Education Strategy at Apple, where she combines her passion for storytelling, inclusion, and technology. Prior to Apple, Gabrielle was managing partner at The Scrimshaw Group, a consultancy with a focus on diversity, inclusion, and Indigenous economic development. A proud citizen of the Hatcher Lake Denesuline First Nation, Gabrielle is a co-founder of the Indigenous Professional Association of Canada and was a first generation college graduate. She holds an MBA from the Stanford Graduate School of Business and was a Gleitsman Fellow at the Center for Public Leadership at Harvard University, where she earned her MPA. An avid writer, Gabrielle's columns have been published in the *New York Times*, *Forbes*, and the *Huffington Post*. Gabrielle resides in San Francisco with her husband Yuri and her energetic labradoodle Cooper. In her spare time, you'll find Gabrielle in her garden or trying to bake the perfect sourdough loaf.



**MARILYN VAN LÖBEN SELS, '66**  
Clarksburg, CA

Marilyn van Löben Sels has volunteered for Stanford every year since graduation, has written Class Notes for STANFORD magazine for 56 years, and served on every reunion committee. During two six-year terms on the Sacramento Stanford Association board, she was president, vice president, and treasurer and organized eight family picnics, nine Beyond the Farm projects, and numerous speaker events. As class vice president, Marilyn chaired the Senior Ball and Class Day Exercises, created the Senior-Parent Luncheon, and established Charlie Brown as class mascot. Marilyn was SAA assistant director of classes and reunions and enjoyed serving on the Board of Governors for Stanford Associates. Stanford, education, and family are her passions. She has volunteered extensively in her children's schools, Girl Scouts, and the community. A college consultant, she founded CollegeGPS in 2006, and often helps students pro bono. Marilyn and her husband Russell, '66, have four children—two are Stanford grads.

*The Stanford Alumni Association is a division of Stanford University. Under authority delegated by the university's Board of Trustees, the SAA Board is responsible for setting priorities for Stanford's alumni affairs and for ongoing relations between alumni and the university.*



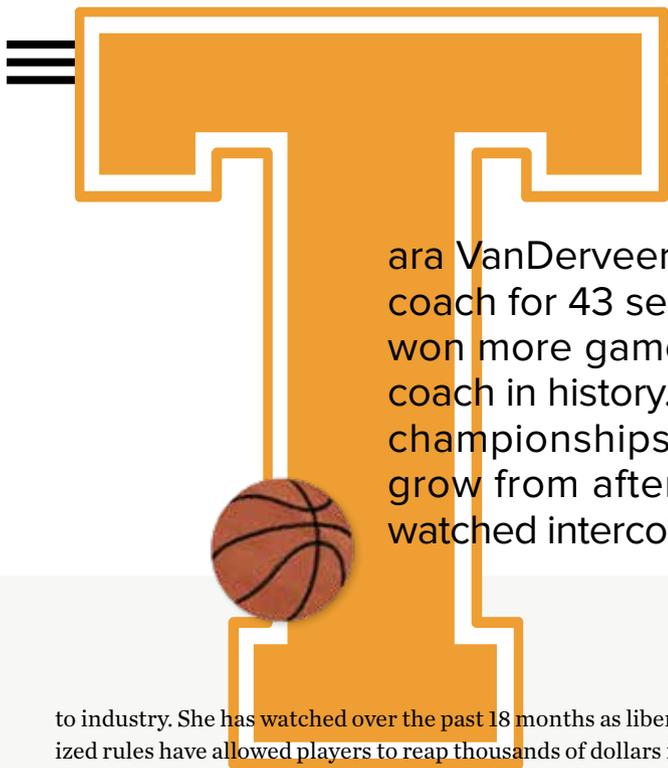
# Throwing Out THE RULE BOOK

Pull up a chair, sports fans. The past century's paradigm—in which student-athletes compete in exchange for an education—is being upended. And where the ball will land is anyone's guess.

By  
**IVAN MAISEL**

*Illustrations by*  
**ALEX NABAUM**





ara VanDerveer has been a women's college basketball coach for 43 seasons, 36 of them at Stanford. She has won more games than any women's college basketball coach in history. She has led the Cardinal to three NCAA championships. VanDerveer has watched the sport grow from afterthought to phenomenon. She has watched intercollegiate athletics transform from sideshow

to industry. She has watched over the past 18 months as liberalized rules have allowed players to reap thousands of dollars in payments, as they move from one campus to another without repercussion, as the rules known by all college sports fans—the ones that stipulate that student-athletes compete at an amateur level in exchange for a college education—have been rewritten.

And now she has a courtside seat as Stanford and its Pac-12 brethren seek a financially stable future following the shocking announcement on June 30 that USC and UCLA will leave the Pacific-12 Conference for the Big Ten, effective in August 2024.

"It feels like we're in a little bit of a maze," VanDerveer says. "It does feel like things are really challenging. I know there's a way out. We just have to figure out what that is."

She laughs.

"I like puzzles," VanDerveer says.

At the dawn of a new academic year, intercollegiate athletics stands at the precipice. We are midway through the second year of a revolution on the sweaty side of higher education, and, as in year two of most revolutions, the old rules have been tossed aside and the new ones aren't quite formed. In other words, we don't yet know whether the next step off that precipice is into a new model that will succeed for decades or straight off a cliff.

If you ask coaches, athletic administrators, agents, or anyone else in the business, their consensus about the future of college sports is that (a) the current situation is unsustainable, (b) someone needs to do something, and (c) no one knows what that something is.

In a matter of months, intercollegiate athletics has been unsettled by issues involving money paid to college athletes, both by their schools and by outside boosters and businesses; by the athletes' newfound freedom to leave one program for another without the traditional penalty of "redshirting," or sitting out a year of competition; and by the decision of the Los Angeles schools to decamp to the Big Ten. These changes have discom-bobulated those within the game and those who watch it.

➔ The idea that college athletes should be able to market their name, image, and likeness (NIL) has been percolating for more than a decade, fueled by both litigation and

legislation. If a music student can sell her recording or play her gig, and an art student can show his work in a gallery, then, the reasoning goes, an athlete ought to be able to record a commercial, sign autographs, or stage a clinic. Once California passed a state law allowing NIL deals to take effect in 2021, other states rushed to match it. The sanctity of amateurism paled before the prospect of permitting USC, UCLA, Stanford, Cal, et al. a recruiting advantage. The NCAA, recognizing that it was no match for the state laws, allowed NIL deals everywhere. Its policy banned schools from using such deals as a recruiting enticement, a rule almost instantly ignored by football and basketball recruiters.

➔ College players in search of greener grass enter the NCAA "transfer portal," disconnecting themselves from their guaranteed four-year scholarship to seek a better opportunity. But only 54 percent of those athletes who entered the transfer portal in 2020–21 found a second home. Four in 10 either didn't find a match or gave up the sport. That's not an outcome that any educator desires. Combine the transfer portal with NIL, and you've got a recipe for reduced team loyalty: Booster collectives raise NIL money not just for recruitment but also for retention. Ohio State head football coach Ryan Day estimated this past spring that Buckeye donors needed to deliver \$13 million to his 85-man roster to keep it together.

➔ The U.S. Supreme Court voted 9–0 last year to allow universities to pay their athletes up to \$5,980 per year for "academic achievement" (your definition here). The decision in *NCAA v. Alston* not only legalized direct payments over and above athletic scholarships from universities to athletes; it also fueled the idea that an athlete can be a university employee. Enter labor law, unionization, and all that comes with the employer-employee relationship, and intercollegiate athletics becomes something unrecognizable compared with what it was even a decade ago.

→ USC and UCLA will exit the Pac-12 for the bigger media rights fees of the Big Ten. Currently, the Pac-12's income is about 60 percent of the Big Ten's, and without a member in the Los Angeles media market, it almost surely will fall farther behind. Were Stanford to try to take its record of academic and athletic achievement to another conference, it would have to deal with the same travel issues that await the Trojans and Bruins. Every conference road game (except against each other) will take place two or three time zones away.

## ENTROPY INCREASES

In the middle of revolution, it's hard to know which side is winning.

From his perspective as a scientist, "there's only so much entropy a system can handle," says Jeff Koseff, MS '78, PhD '83, a professor of civil and environmental engineering and Stanford's faculty athletics representative to the NCAA. "When you see what's going on now, you wonder, 'When is this whole thing going to blow up?' I don't know how long this can go on. The amounts of money are staggering."

Some two decades ago, Stanford Alumni Association president Howard Wolf, '80, had an impromptu breakfast with the president of the NCAA at the time, Myles Brand. As Wolf related it to me—I reported it for ESPN in 2013—Brand stopped him as he got up to leave the table. He had something to say.

The NCAA membership needed Stanford to win.

"It is vital that Stanford succeed athletically," Brand said, "not only in the Olympic sports but in the marquee sports. If Stanford succeeds across the board, it shows the world of intercollegiate athletics that it can be done and done the right way."

Argue all you like about which American university provides the best education. But there is no arguing with the fact that the Cardinal maintains a broad-based athletic program that has won 131 NCAA championships, more than any other school. The university and its alumni take pride in residing in the sparsely populated Venn diagram of academic and athletic excellence. Which means the changes roiling intercollegiate athletics have left university officials at least as apprehensive as their national peers.

Stanford's approach, says athletics director Bernard Muir, is not one of "because everyone else is doing it, we just follow." Instead, the university is weighing each decision carefully. "We are considering where we put the stakes and say, 'Not this but this,'" he says. "That's the exercise we're going through right now. That's really uncomfortable. We're just not sure."

Take so-called Alston payments. Were Stanford to make them to the 800 student-athletes on its varsity rosters, it could add up to \$5 million annually. Three Pac-12 schools already have begun making Alston payments to their athletes—Oregon paid out a total of more than \$2.6 million to 521 athletes in 2021–22—so the financial demand becomes a competitive exigency as well.

Yet both pale before the philosophical dilemma of providing money to athletes that is not available to the other 6,800 or so undergraduates on the Farm.

The differences in philosophy among schools may manifest in a breakup of NCAA Division I, the highest level of intercollegiate athletics. "We probably need two models for college sports in the United States," says Notre Dame athletics director Jack Swarbrick, JD '80. He sees a professionalized, minor-league model at one end of the spectrum and an Ivy League-style integration of athletics into the university at the other. "I think different students will pick different models and schools will pick different models."

## AMATEURS' HOUR

How did we get here? Can't we just get back to what's important, like beating Cal?

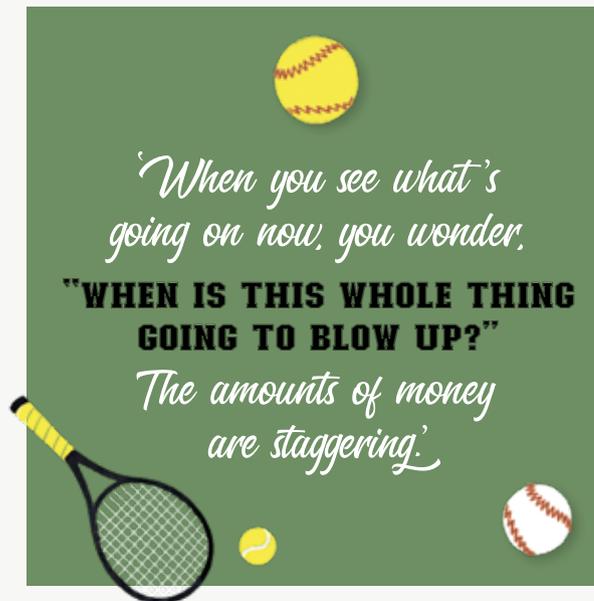
The premise of Division I intercollegiate athletics as it operated for the past century or so is that players—*student-athletes* in NCAA parlance—could receive a free or partially free college education in exchange for their hand-eye coordination. The definition of a scholarship generally included tuition, books, and room and board. Sometimes it included cash. In the mid-20th century, it was called "laundry money." More recently, money has been provided to athletes

through cost of attendance—a Department of Education formula that computes the total amount necessary to attend a school, including the cost of a computer and trips home—and Pell Grants, a federal program for low-income students.

The more years that went by, the more benefits accrued as part of an athletic scholarship. Today's players may receive cost of attendance, Pell Grants (if they qualify), medical care, state-of-the-art athletic training, on-demand academic tutoring, an abundance of food, funds for emergencies, and travel expenses for their families to championship events. Yet the NCAA and its member schools continued to maintain that student-athletes competed as "amateurs."

"We were screwing it up incrementally," Swarbrick says, "and pursuing legal strategies that were just mindless to me. I could go on all day about how silly that was."

Once upon a time, the NCAA served as the savior of intercollegiate athletics. In 1905, after 18 players had died in college football



games in the previous year, President Theodore Roosevelt summoned the presidents of Harvard, Yale, and Princeton—the prevailing powers of the day—to the White House. He told them that if they didn’t fix the sport, the government would.

From that forced genesis, the NCAA evolved into the standard maker and rule enforcer of college sports. Some of its role is essential—someone has to decide the size of the playing field. Some of its role is impossible—the NCAA has long attempted to make the playing field level, as if anyone could put Ohio State and Ohio University on equal footing. The micromanagement inherent in creating rules for several hundred universities and colleges of all sizes turned the Division I NCAA Manual into a bureaucratic thicket.

The NCAA began to flex its muscle after World War II, when television brought football into the American living room. In the early 1950s, the NCAA strong-armed its member schools into signing over their media rights as a condition of membership. The association televised a handful of games each Saturday and didn’t allow any team to be televised more than two or three times a season.

In 1984, the U.S. Supreme Court ruled that universities owned their media rights and that the NCAA couldn’t usurp them. That case opened the spigots of money (Division I football and basketball revenue in 1985, \$963 million; in 2016, \$13.5 billion) that transformed intercollegiate athletics from a loose confederation of mom-and-pop grocery stores into something more closely resembling Walmart. Schools signed their media rights over to their conferences. Conferences looked to expand their geographic footprint to gain larger rights fees—more viewers equals more money—which began the era of conference realignment. That’s why Penn State joined the Big Ten in 1993, why Utah and Colorado moved to the Pac-12 from the Mountain West and Big 12 conferences, respectively, in 2011, and why USC and UCLA will leave their geographical rivals of more than a century for the Big Ten.

The present round of realignment, which is expected to last

into the 2030s because of existing rights contracts, could yield an unprecedented level of lopsidedness. In the 2018–19 academic year, Pac-12 members received \$32.2 million apiece in media rights payments. Big Ten members received \$54.3 million each; SEC members, \$44.6 million. As they add teams, the Big Ten and SEC are pulling further away—the Big Ten just signed a \$7 billion-plus, seven-year contract that should drive the annual per-school payout above \$80 million within a few years—whereas the value of Pac-12 media rights could lag without the anchor of a presence in the Los Angeles market, the second largest in the country.

The money flowing into the game has also ramped up the coaching marketplace. It’s been only 25 years or so since the first head football coach received a seven-figure salary. In July, Georgia coach Kirby Smart signed a contract that will pay him \$112.5 million over 10 years.

The narrative of coaches becoming wealthy thanks to the labor of their unpaid athletes has gained purchase in the public imagination. Associate Justice Brett Kavanaugh used it last year in his concurring opinion in *Alston*.

“[E]normous sums of money flow to seemingly everyone except the student athletes,” Kavanaugh wrote. “College presidents, athletic directors, coaches, conference commissioners, and NCAA executives take in six- and seven-figure salaries. Colleges build lavish new facilities. But the student athletes who generate the revenues, many of whom are African American and from lower-income backgrounds, end up with little or nothing.”

Wait a minute, schools said. Little or nothing? Student-athletes receive a four-year college education, valued on some campuses at more than \$300,000. “Statistics show that if you get a great education, your chances of greater success, upward mobility [are] higher,” says Muir.

NCAA members also pointed out, like Jimmy Stewart trying to stave off a bank run in *It’s a Wonderful Life*, that the money that came in wasn’t sitting in the athletic department vault; rather, it funded all the other sports in their intercollegiate program.

That argument happens to be true. “Revenue sports” fund “nonrevenue sports.” But the public has failed to accept the idea that football players should play so that wrestlers can wrestle and swimmers can swim.

The NCAA, rather than develop a plan to satisfy the growing call for player compensation, tried instead to maintain the status quo. It banked on the intrinsic importance of amateurism, the quaint 19th-century notion that one mustn’t be compensated for one’s athletic labors, itself a construct that fenced off sports for the educated elite.

The Olympic movement ditched amateurism years ago when it got in the way of having the best athletes. Universities, through the NCAA, continued to declare fealty to amateurism even as they stretched the meaning of the term.

“I think this situation was in many ways brought about by the greed of the NCAA—the greed and the shortsightedness in not recognizing that what they had was not amateurism at all,” Koseff says. “They used the pretense of amateurism as a shield or a reason not to share revenue.”

For instance, athletes did not receive royalties when their schools sold jerseys with their numbers on them or when their



schools licensed their likenesses to video game makers. The popular EA Sports game *NCAA Football 12* included a brawny Stanford tight end wearing No. 86 who caught every pass thrown near him. EA Sports made money. Stanford made money. Zach Ertz, '13, did not. A class action on behalf of student-athletes convinced EA Sports to discontinue the game. The company intends to sell it again in 2023, this time paying royalties to the players.

## ON THE MONEY

The idea of student-athletes being able to profit from what is obviously theirs—their name, image, and likeness—is unassailable. Muir estimates that 90 of Stanford's 800 student-athletes have made about 200 NIL deals since July 2021, when they were first allowed.

It also has a clear benefit for world-class athletes who want to compete in college. Had NIL been in place at the time, Katie Ledecy, '20, could have remained a Stanford swimmer after she signed a \$7 million deal with TYR sportswear. Instead, she turned professional after two seasons.

In case you haven't noticed, though, there aren't many Katie Ledecys in the world. Based on the imperfect data available, consensus is that the average NIL deal is likely in the low four figures. "There could be some seven-figure deals; I don't know. Call me a skeptic," says Oliver Luck, a former university athletics director and NCAA executive who now does NIL consulting for schools. He says the marketplace "will continue to be unsettled" until there's a nationwide registry of NIL deals. "It's important for kids too," says Luck, three of whose four children—All-American quarterback Andrew, '12, volleyballer Mary Ellen, '14, MBA '22, and soccer player Addison, a Yalie—competed in college. "It will set their expectations: 'Oh, the average deal is only \$1,200.'"

NIL has captured the imagination of recruits, not all of whom are aware that they could be signing away rights for years. "Athletics is about a 15- or 16-year-old mind," VanDerveer says. "This is who you're recruiting. This is interesting to me. One of our high school signees said to me, 'Wow! I signed a big NIL deal.' What is big to a high school kid?"

The most significant problem, though, isn't the individual arrangements between companies and athletes. It's the systemic warping of NIL to recruit and retain players. In football and basketball, the most lucrative and highest-profile college sports, NIL has overrun any semblance of decorum.

Schools and their boosters have a long history of allowing competitive desire to overtake the NCAA Manual, especially

when it comes to providing money to prospects. One popular view of NIL is that it has brought deals over the table from their long home under it. But there is considerable frustration among coaches and administrators with how the one condition that the NCAA attached to the NIL rule—don't use it to entice recruits—was so roundly and immediately ignored.

"What NIL is supposed to be is not necessarily what is happening right now," Stanford head football coach David Shaw, '94, said earlier this year. Rather than a typical business transaction—an athlete is paid to meet and greet, or to endorse a product—NIL is providing quid without asking for quo.

"So much of the money is, 'Hey, you want to come to school here? Here's how much you're going to be making,'" Shaw said. "We're going to hand it to you. You don't have to do much for it."

Donors have established "collectives," which only sound socialistic. In theory, collectives, operating independently of their schools, use economies of scale to make better NIL deals available

to student-athletes. Some provide a marketplace of commercial opportunities; some pool boosters' funds directly; some do both. In reality, many of the 120 collectives operating to date make a mockery of the wall that is supposed to exist between an athletic department and NIL deals.

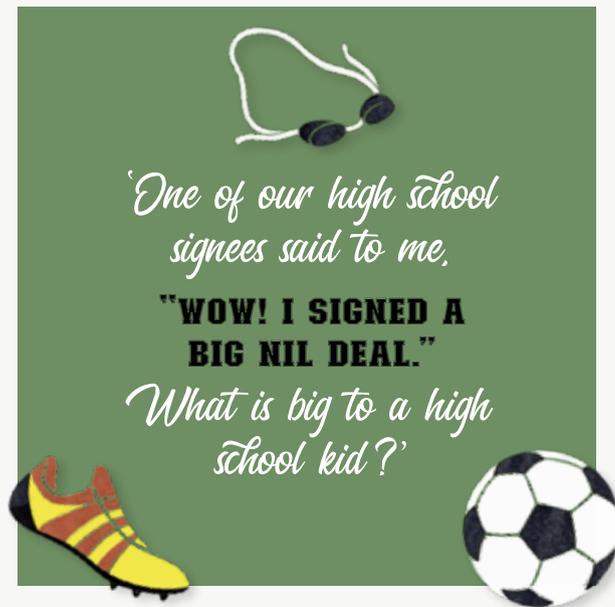
"No one's enforcing the rules," VanDerveer says. "If you say, 'You own your name, image, and likeness,' great. Just like a music student could sell their music. But is the music department at Stanford calling all the [donors] and saying, 'For every music student, we're going to have a fund'? They're not doing that. But that is the collectives, and that is what's happening with athletics" at some schools.

Stanford recruits athletic prospects by pointing out that college is not a four-year decision; it's a 40-year decision. That pitch assumes that athletes understand the value of a college education in general and a Stanford degree in particular. But many elite college prospects now view college as a financial end in itself. It's getting more difficult to convince them that education will pay dividends over a lifetime, especially when recruits see money dangling in front of them in the here and now.

Alabama head football coach Nick Saban, who has been among the most vocal critics of NIL without enforceable rules on recruiting, takes pains to say that he is all for his players being able to make NIL income. When you make \$9.5 million annually (before incentives), you take those pains, especially as you lay out a version of the 40-year-decision argument.

"College is supposed to be about creating value for your future, not to see how much money you can make in college," Saban says.

While NIL advocates were working state legislatures, a group



of former student-athletes including West Virginia running back Shawne Alston sued the NCAA for violating antitrust laws by limiting compensation. The Supreme Court affirmed the decision of a lower court that removed restrictions on education-related benefits, which allowed schools to begin making Alston payments of up to \$5,980 per year for academic achievement. Those payments are philosophically different than NIL money. NIL grants rights to athletes that every other student enjoys. Alston money is provided to student-athletes because they are student-athletes. Music students, art students, future historians and engineers don't have the opportunity to receive the same. That clangs against the academic sensibility.

There is a fear that the road from Alston payments to an employer-employee relationship is a short one, and it's a road that many universities don't care to traverse. The National Labor Relations Board general counsel wrote a memo last year taking the position that students who receive athletic scholarships at private colleges should be considered employees with the right to unionize. Justice Kavanaugh's concurring opinion in the *Alston* case last year practically begged to strike down the remaining NCAA rules that prevent schools from paying athletes.

"The NCAA's business model would be flatly illegal in almost any other industry in America," Kavanaugh wrote.

And so, a new world order. Universities are confronting it with the understanding that *Alston* isn't the end of change but the beginning.

"Maybe institutions can adapt. But it's going to be met with a lot of resistance," Muir says. "The notion for generations has been student-athletes are in this along with the student body. They're going to classes. They're trying to get an education. And then they do get to compete. Now we've provided a little flexibility for them to earn dollars, just like the general student has that opportunity as well. That sits well. That plays well. It's a bit choppy, but overall it plays well. Going beyond that, where [athletes are] just a cordoned-off group that can now be, in a sense, employees of the university? That's a real struggle, because then the focus is not even on education."

## NOW WHAT?

"It's not amateurism anymore," says Missouri head football coach Eliah Drinkwitz. "But what is it moving forward? That's the question. That's what the leaders of college athletics need to decide."

There are as many models of the future of intercollegiate athletics as there are predictors. There is the spectrum to which Swarbrick referred. At one end is a Premier League model, in

which the top 30 to 50 programs agree to continue to spend to their hearts' content. There is a version of that model in which universities license their trademarks to programs that are collegiate in name only—in other words, professional—in the belief that, say, Georgia fans care more about beating Florida than they do about whether actual students are wearing the red and black.

At the other end of the spectrum are various versions of the Ivy League model, in which education and athletics remain partners. (The Ivy League does not provide athletic scholarships; further along the spectrum, other schools might continue to do so but discourage collectives or decline to make Alston payments.) There is a significant portion of the intercollegiate athletic community that believes that athletics and academics must continue to coexist because of all the good that athletics has done, even if it has been done imperfectly.

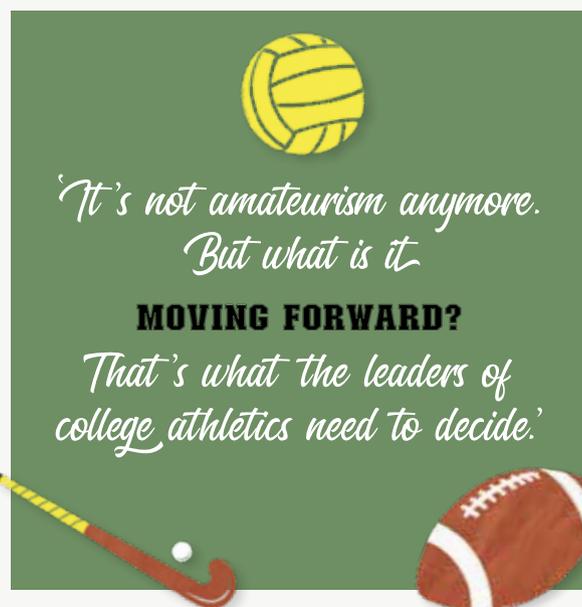
Athletics administrators believe in the lessons that college sports provide. So many administrators learned those lessons themselves.

"To be able to test yourself individually, collectively as a team, against other programs—there is something that you walk away with that certainly affects who you are," says Muir, who played basketball at Brown. "I think if you polled many who have worn the uniform, they would say such, and that's why we're so protective of this model—because we know there's great benefit."

Moreover, "college sports have allowed thousands and thousands of young people this chance for upward mobility," he says. "And students have taken full advantage of it. We think that's a good thing. If we go to any other model we're talking about here, they might not get that chance."

Stanford has been unmatched in combining academic and athletic excellence, and has done so with exquisite understanding on campus of which is the dog and which is the tail. The road ahead, to put it politely, is uncertain. Each school will weigh its values and make trade-offs: whether (and how much) to pay student-athletes, to encourage or discourage collectives, to compete regionally or chase the biggest piece of conference-revenue pie. If the athletes have to fly across the country several times a season, their academic life and student life will suffer. There are games to play.

One general rule pertaining to the state of intercollegiate athletics is that the older you are, the more the new order rattles you. We've come a long way from laundry money. We've come a long way from two years ago. And there is a long way to go. ■



IVAN MAISEL, '81, is the vice president of editorial and a senior writer at On3.com. Email him at [stanford.magazine@stanford.edu](mailto:stanford.magazine@stanford.edu).



# President's Award for the Advancement of the Common Good

We invite you to nominate alumni whose work in public service exemplifies purpose, action, and impact.

**Nominations due November 1, 2022**

[goto.stanford.edu/PresidentsAward](https://goto.stanford.edu/PresidentsAward)

**Stanford** | Haas Center  
for Public Service  
*The Hub of Cardinal Service*

**Stanford** | alumni

## 2022 honorees announced

Since the founding of the university, Stanford alumni have been making a difference in their communities and the world through their dedication to public service. Stanford celebrates their impact with the President's Award for the Advancement of the Common Good. Congratulations to the inaugural awardees, who were recognized at Commencement in June 2022.



### Jimmy Chen, '10

Chen, founder and CEO of Propel, created an anti-poverty software company that has measurably improved the lives of low-income Americans and shown the scale and impact of social entrepreneurship. The company focuses on financial services for low-income families through the free app Providers, which allows people to track food stamp balances, government benefits, and more.

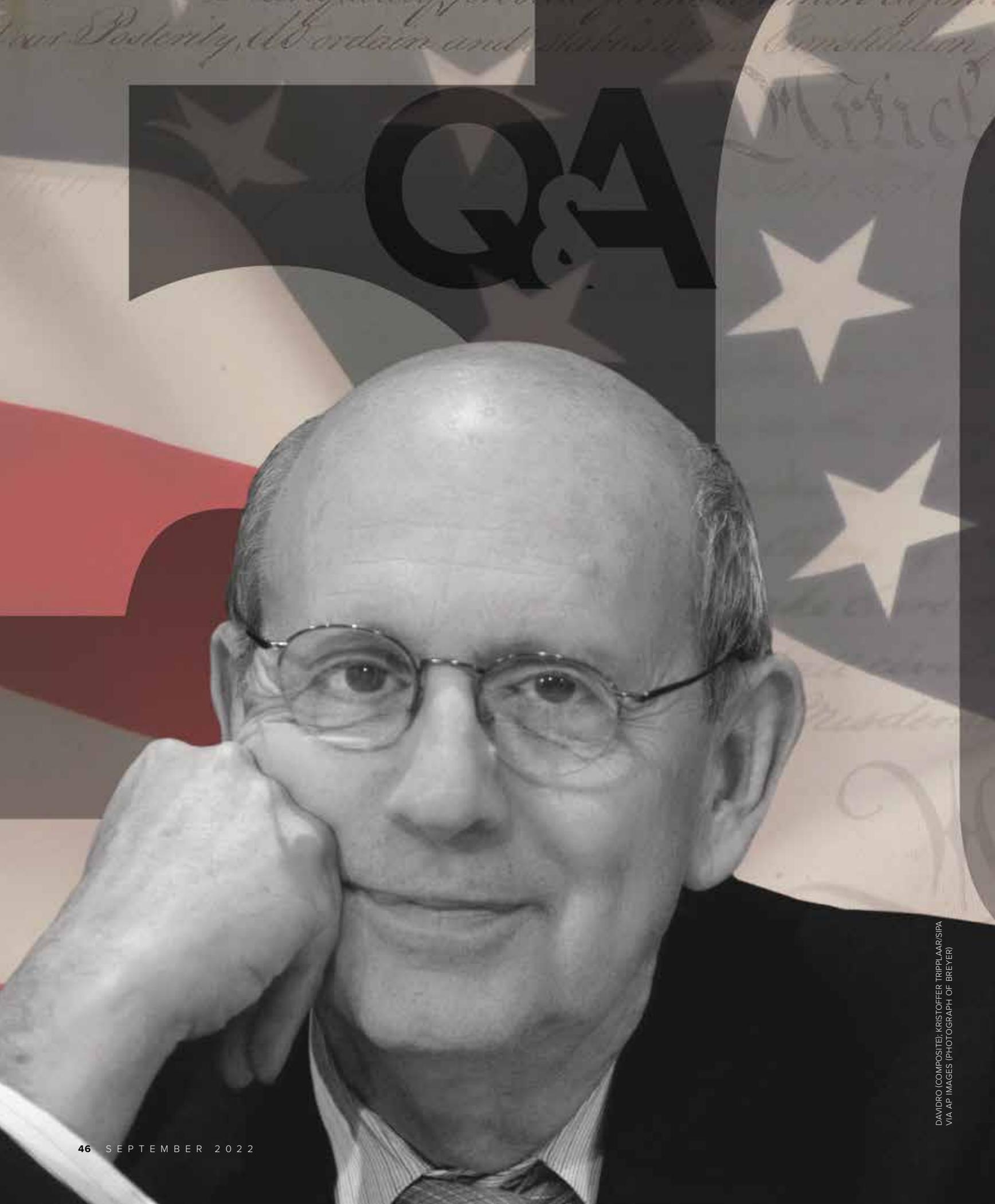
*(Image credit: Henry Zhang)*

### Camara Phyllis Jones, MD '81

Jones, a family physician and epidemiologist in Atlanta, Georgia, has conducted groundbreaking research and advocacy that have changed the national conversation on racism and health. Her work has been critical in most U.S. states and the Centers for Disease Control and Prevention formally declaring racism as a public health crisis, helping direct resources toward addressing systemic racism and health inequities.

*(Image credit: Morehouse School of Medicine)*





# Q&A

# On His Terms

*Breyer's farewell is the finale  
to 50 years of Cardinal on the Court.*

*Fifty years.* That's the continuous length of time at least one Stanford alum—and as many as four—served on the Supreme Court of the United States. The era began with the 1972 appointment of William Rehnquist, '48, MA '48, LLB '52, who served as an associate justice for 14 years and as chief justice for 19. It came to an end on June 30 with the retirement of Stephen Breyer, '59, after 28 years on the Court. In between, Sandra Day O'Connor, '50, LLB '52, served from 1981 to 2006, and Anthony Kennedy, '58, from 1988 to 2018.

The four Stanford Supremes are among the nine justices who served together longer than any other set in U.S. history. In an interview with STANFORD, Breyer remembered those 11 years, from 1994 to 2005, as a “great fit.” Two days before the Court issued its decision in the reproductive rights case *Dobbs v. Jackson Women's Health*, he and journalist Pete Williams, '74, sat down to discuss the history of the Court, public perceptions of it, and its members' varying approaches to deciding cases (page 48).

Meanwhile, we asked Breyer's Stanford-affiliated clerks what they would most remember about the justice (page 50). They painted a portrait of a humorous, erudite, unfailingly practical jurist and beloved mentor whose wisdom from the bench they will deeply miss.

*Illustrations by David Ro*

# The Pragmatist

*A conversation between the justice  
and journalist Pete Williams, '74.*

**STANFORD: Why is now the right time to retire?**

**BREYER:** Because I'm 84 this summer. And there are many risks in staying, even though my health is fine. I think I could pretty easily stay another year. But what happens if the political branches are so divided that no one can be confirmed? That would be terrible for the Court.

So if I saw that happening next June, I wouldn't be able to retire. And then if I couldn't retire next June, that brings us two more years down the road. So now I'm 86. And what happens if, in fact, the election is such that there's the same kind of division or something? And suddenly, I'm there till I'm 90. Now, when you're 90, no matter what, you're not a spring chicken, and you don't know what'll happen.

I have been here for 28 years. I've been a judge for 40 years. I enjoy it. But I either have to stay or leave. And if I stay, I'm running all kinds of risks, not just for myself but, really, for the Court.

**You do have a reputation as being a relentless optimist, with an ability to persuade your colleagues to do the right thing. Is that an accurate assessment?**

Persuade? I don't know. I mean, you know, who knows what leads? Churchill said that America always does the right thing after trying every other possibility. And it is true. [Sen. Ted] Kennedy used to say, we swing from one place to another, we go [from] one extreme [to] the other extreme, back and forth. So this is not the worst of times in this country. And it certainly isn't the best, and so you just keep going. Especially, you listen to people.

**But wouldn't it be fair to call you a consensus builder?**

It's probably fair. Of course I would prefer to skip a big divisive issue if we can. Maybe everybody can agree on sending this case back because the judges never actually considered a matter which might, in fact, avoid the need to decide a bigger matter. So we're not here to say every big issue should be decided this way or that way. We're here to decide cases and controversies. And that's a good thing to remember. And if you can do it in a less divisive way, do it. And I probably take that attitude. Not always. But more than some.

**Has that gotten more difficult over the years?**

Recently? Well, you judge for yourself. Just wait for a few days.

**How is the court different today than it was when you arrived here?**

Different people, different views. I would guess that, over the years, this idea that Nino [Antonin Scalia] had that it's very important to parse the text, to stick very closely to every word, and to look at history—I'm not against looking at history, and I read the text. But those are not the only things. And I probably put more weight on the purpose of this statute. Why did the people write these words? Somebody wrote them; they didn't appear by magic. And they had some idea of what they were trying to do. And what are the consequences? And did the people who wrote this want this statute to evolve over time?

Take some famous examples. [The Endangered Species Act of 1973] says "endangered species." Nobody thought the

silver mink was endangered. But [what if] it turns out 40 years later, it is in danger. Does the statute cover silver mink? It depends on whether the intent of this statute was to change somewhat over time and scope, or not. That kind of issue comes up quite a lot.

When Congress says nothing, which is usual, you start with an idea that they wanted this to work. And that doesn't mean work consistent with what I think is good. It means working consistent with the purpose that they had in enacting this statute. I think thinking about those questions is, in fact, useful.

And perhaps more useful than investigating what happened in 1722 in South Carolina. Not always—I won't say always—but I'd say generally. And so I think that way, you tend to maintain a more workable Constitution. And by workable, it means a Constitution that preserves the values that they wrote into that Constitution, which are pretty universal, most of them, and preserves them in a workable way for today.

**We had that period of 11 years where there was no change in the Court.**

Yeah, that was great. Because it was a great fit. We sort of thought alike on a lot of things. And even when we disagreed, you're going to get an outlook. So I never had a problem finding people who would share, in a case, probably a similar outlook.

**As you think back on it, do you divide the Court into two periods—that period and then the part that came after?**

Slightly, but we don't know. When people are appointed, it takes time. You do go

around two or three years nervous as a cat. And then you gradually adjust to a lot of mores of the institution, which aren't written down. That is what Harry Blackmun said. He said, you'll find this an unusual assignment. Quite right.

But it is a court, part of the institutions of governing the United States in a major way. And you can't forget that. Now, how does that influence you? When you think about political institutions, that's not the Court. It's not a political institution.

Well, what is it? It's like P.G. Wodehouse has Bertie Wooster wake up and he says, "Bernie wasn't disgruntled, but he wasn't exactly grunted either." So they're different. They're different parts to it. They're different attitudes, or different ways you go along.

I say, be careful, it takes time. It takes time before you begin to formulate either your own views or begin to understand this institution. It's had major changes.

Think of the changes after John Marshall [the long-serving, influential chief justice of the early 19th century]. Think of the changes after the Civil War. Think of the changes in the Taft Court. And then along come Holmes and Brandeis and the changes of the New Deal court. Those are major changes, [as are] the changes that the Warren Court made from the New Deal court, but they take time. They take a lot of time, and to some degree, reflect the views of people, the majorities of people in the country, but don't quite. And are we in the midst of a similar thing? I don't know.

**There's no mistaking that people are paying more attention to the Court now. And there's a general feeling that the Court has become political . . .**  
It's not.

**I know what you say, but that's what a lot of people think. I assume you do worry, though, about declining public confidence or appreciation for the Court.**

Of course. But how much did it have after *Dred Scott* [*v. Sandford*, which held that the descendants of enslaved people were not citizens]? I don't know. Lincoln said that was a shocker. But it still survived. Had the Court become political? The only explanation I've heard about what [Roger Brook]

Taney thought was that he was going to end the Civil War [with his majority opinion in *Dred Scott*]. Because he would decide what happens in the Free Territory. So, if anything, he caused it.

But you see, one reason for judges not to become politicians is they're bad politicians. [They] don't know how to do it. I want to write a book, you know, on the approach.

**What is your next book about?**

What is purpose-oriented jurisprudence? What does that mean? It's a big phrase. What are the cases that illustrate [that] point of view? And I'm writing this also, just for the same reason that the monks on the island of Iona wrote the Book of Kells: They thought darkness had descended, and they wanted to preserve a ray of light. So it's a good joke to open with.

People think, because it's predictable in many cases—but far fewer than people think—how it'll line up, that that means we must be being political. No. What it means is that people over time develop an approach, to this kind of a problem, to that kind of a problem. And they'll be consistent. That has nothing to do with politics.

**Sure seems like it from the outside, though.**  
Like what?

**You can predict how the big decisions are going to come out based on the makeup of the Court.**

Suppose you have one member of the Court who really thinks very strongly: Don't get into what the facts are. Get into what the history of this thing was, OK? Get into the history of it and see which way that history cuts, and see which way that language cuts. And you have another judge who thinks the most important thing is that we'll get some information about the values that underlie the particular provision here from history. But then let's look at how it would apply today. And let's put a lot of importance [on] whether it furthers or doesn't further the purpose or the values that underlie that. Now, you read the briefs. And aren't you going to be able to predict? Nine times out of 10, you will. Is that politics? No. It's differences in jurisprudential approach that may well grow out of the person's earlier life, where

he went to college, where he went to high school, whether he grew up in San Francisco or in Dallas.

**But as you know, there are many people who look at this current Court and say, it is political, that we've had recent appointments from President Trump, who made no bones about why he was making certain selections on the Court.**

That is definitely political, from his point of view and those who urged him to make these appointments. But what the different political groups do is, they look around, maybe through the Federalist Society, maybe through others. They try to find a judge whose basic approach to judicial matters is more likely to line up with the political results they want. And that's the only explanation I can find of what I perceived, which is saying, "Great, we got exactly what we wanted." And they did, and they did.

But from the inside, you talk to the person. You didn't think he's deciding politically. You think he's deciding according to the basic theory that he has.

**Let's talk a little bit about your time at Stanford. What did you get out of it?**

I loved it. People were more relaxed in those days. You have no idea of the joy in the spring term of lying on the grass in between the History Corner and the old library and just looking at the sky. And one spring quarter, I organized it so I had very few classes. And you'd go to Lake Lagunita. I was probably the worst member of the crew team they had up there.

I lived that first year in Wilbur Hall. It was the first year Wilbur Hall was open. Then I lived with two friends of mine. We were in an eating club. We lived out on Middlefield Road.

The English department, I felt I learned a lot, and the Western Civ course was great. And I liked to read. I liked to figure out what was going on. My teachers were terrific. So I have nothing but a positive glow of Stanford. ■

---

PETE WILLIAMS, '74, recently retired as a correspondent for NBC News, where he covered the Supreme Court and the Justice Department. Email him at [stanford.magazine@stanford.edu](mailto:stanford.magazine@stanford.edu).

# a justice for all

*Breyer's clerks remember his humanity,  
humility, and humor. By Rebecca Breyer*



DAVIDRO (COMPOSITE); STANFORD NEWS SERVICE  
(PHOTOGRAPH OF BREYER)

*In nearly* three decades as a U.S. Supreme Court justice, Stephen Breyer, '59, was well known among his clerks for his habit of talking through cases, sometimes picking up the phone, sometimes starting to speak in his chambers and continuing as he made his way into his clerks' office.

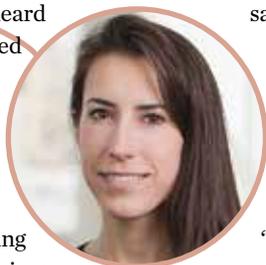
"He likes to spitball and talk ideas out," explains David Louk, '06, who clerked for Breyer in the 2020 term. "Whoever is there, he'll engage. Sometimes it may not even be the clerk assigned to the case, so we would whisper to each other, 'Quick, go get that clerk! The train has left the station!'"



**FOR THAT REASON**—and because the stakes in so many Supreme Court cases are staggeringly high, dealing with life and death, the integrity of our democratic institutions, global commerce, and matters of national security—Breyer's clerks tried to be ready to receive the justice's insights whenever he dispensed them.

Not that Breyer would be angry if someone needed a minute to catch up. He does not (according to interviews with more than a dozen of his 20 former Supreme Court clerks with ties to Stanford University) seem to get angry. It's just that no one wanted to thwart the justice's process, or—at an even grander scale—to thwart the process of justice.

That is why, in 2015, when Kendall Turner, JD '13, heard that Breyer had summoned his four clerks for an emergency meeting, she rushed into chambers, assuming they would be discussing one of the pending cases dealing with lethal injection, marriage between same-sex couples, or the health insurance of more than 6 million people in three dozen states.



Instead, Breyer needed help on another matter altogether. He was recording a song for his friend's birthday and wondered if his clerks might provide backup vocals.

That is the range of Breyer's intellectual and emotional capacity; he can simultaneously contemplate the constitutionality of the death penalty and the mundane milestone of a loved one. He watches television in French and snacks

on Oreos. He offers tea to visitors in front of a crackling fire in his chambers and once participated in a skipping competition with his clerks. And, while doing all that and much, much more, he sat unassumingly on the highest court in the land, carefully crafting decisions and dissents that considered the practical consequences of the law on everyday Americans and trying—whenever possible—to find consensus with his colleagues.

Breyer is unquestionably a person of incredible intellect. But he brought something else to his job, something you might not expect to find in so serious an endeavor.

"He has this wonderful sense of humor—this joy at the world, a joy at life," says Andrew Dawson, '03, JD '08.

Perhaps that is why, when Breyer announced his retirement, so many of his former clerks described the news as "the end of an era."

"I admit that I became a little teary," says Aimee Feinberg, JD '02. "Listening to his optimism about our country and reflecting back on his decades of service, I just felt incredible pride and admiration."

#### CREATING COMMUNITY

Supreme Court clerks, who work out of the public's view researching and drafting opinions, are a carefully curated crowd. Justices typically hire four per term, choosing from candidates who were top students at leading law schools and who had typically already worked in the chambers of a lower federal court. But, even for this group, interviewing with a high court justice is a thrilling and terrifying prospect.

## MEET THE CLERKS

Of the 124 lawyers who clerked for Breyer on the Supreme Court, 20 have Stanford ties.

**1997 term**  
**Charles Moore**  
JD '95

**1998 term**  
**Jenny Martinez**  
Dean of the Law School

**2000 term**  
**Stacey Leyton**  
'88, MS '91, JD '98

**2003 term**  
**Alexandra Walsh**  
JD '01

**2004 term**  
**Aimee Feinberg**  
JD '02

**2005 term**  
**Kathryn Judge**  
JD '04

**2007 term**  
**Eric Feigin**  
JD '05

**Philippa Scarlett**  
'96

**2009 term**  
**Thomas Pulham**  
'98

**2010 term**  
**Erika Myers**  
JD '08

**2011 term**  
**Andrew Dawson**  
'03, JD '08

**2014 term**  
**Kendall Turner**  
JD '13

**2016 term**  
**Denise Drake**  
JD '13

**2017 term**  
**Cynthia Barmore**  
JD '15

**2018 term**  
**Will Havemann**  
JD '13

**Alec Schierenbeck**  
JD '15

**2019 term**  
**Nicholas Rosellini**  
JD '12

**2020 term**  
**Brittany Jones-Record**  
JD '16

**David Louk**  
'06

**2021 term**  
**Erika Hogland**  
JD '19

## A COMMENCEMENT TO REMEMBER

Breyer delivered the Stanford commencement address on Father's Day 1997, while his son, Michael, received a bachelor's degree. In his speech, the justice quoted Michael, '97, MBA '01, as having said, "He's been giving me advice for more than 20 years. I suppose another 15 minutes won't matter." For their part, the graduates coaxed Breyer into a brief performance of the macarena. It was 1997, after all.

"Supreme Court justices are famous," says Will Havemann, JD '13. "They're like celebrities in the law. It is sort of shocking to all of a sudden find yourself alone in a room with one of them."

Nevertheless, Breyer always found a way to put his applicants at relative ease. He interviewed Stacey Leyton, '88, MA '91, JD '98, in the Northern California chambers of his brother, federal district court judge Charles Breyer. Philippa Scarlett, '96, who spent part of her childhood in Cameroon, was



surprised when, halfway through her interview, the justice switched to French. She doesn't remember what the conversation was about—"I blanked out for some of it," she admits—



but, in many cases, Breyer wasn't interested in talking to candidates about the law.

He spoke with Turner about her undergraduate thesis in philosophy; traded stories about his brother with Dawson, who was clerking for the younger Breyer at the time; and discussed the film *Dead Man Walking* with Charles Moore, JD '95.



Alexandra Walsh, JD '01, spoke to the justice about her new baby and her husband's role as a stay-at-home dad.



"We immediately connected on a personal level," she says. "He said, 'I feel strongly about hiring law clerks who have a lot of intellectual firepower but even more strongly about populating my chambers with people who are good colleagues, work well with others, and treat everyone with respect.'"

Since they hadn't discussed substantive legal issues much, when Breyer called Walsh that same afternoon to offer her the job, she "decided to think, 'I'm sure he also thinks I have intellectual firepower,'" she remembers, laughing.

The community Breyer was building was not only collegial and competent but also diverse. In a 2020 discussion between the justice and some of his former clerks for the National Asian Pacific American Bar Association, former Acting U.S. Solicitor General Neal

Katyal pointed out that Breyer always hired two women and two men to work in his chambers. Justice Ketanji Brown Jackson, who was sworn in on June 30 to succeed her former boss, noted during the 2020 discussion that she was relieved to discover that she was not the first Black female clerk he had hired.

"Part of the justice's legacy is that so many of his clerks were women and minorities," says Scarlett, who is Black. "The Supreme Court is pretty notorious for being a white, male community. Making that community look more like America is a service beyond his term."

## A REAL-WORLD FOCUS

On the bench, Breyer's guiding principle was one he articulated at his own confirmation hearing in 1994: to make the law work for the people. But he also just really wanted it to make sense.

Consider the case of Fane Lozman, a man who owned a floating home in Florida that, after a series of disputes, the city of Riviera Beach wanted removed from its marina. The city succeeded in that effort after a court ruled that the structure was a "vessel" under federal maritime law. Ultimately, the property was destroyed.

On appeal, Lozman was represented by Stanford Law School's Supreme Court Litigation Clinic. Two of Breyer's future clerks—Havemann and Denise Lambert Drake, JD '13—worked on the case as students in the clinic and watched Professor Jeffrey Fisher argue the appeal, where Breyer let fly some of the creative hypotheticals he is famous



for. Trying to identify the point at which a floating object becomes a vessel, he asked the attorneys: What about a boat in a museum? The Queen Mary being used as a hotel? A Styrofoam sofa?

Finding in favor of Lozman, Breyer wrote in the 2013 decision that the court must apply the law in a “‘practical,’ not a ‘theoretical,’ way.”

“But for the fact that it floats, nothing about Lozman’s home suggests that it was designed to any practical degree to transport persons or things over water,” he wrote, noting, among other things, that the structure had “no rudder or other steering mechanism.”

Drake, who went on to clerk for Breyer in 2016, called her experience as a student working on the case—and the argument—“delightful.”

“In part, the hypotheticals stemmed from Justice Breyer’s keen sense of humor,” she explains. But “beneath the surface, they reflected the extent to which he was grappling with the implications and limits of any rule the court might announce.”

Breyer is considered an expert on anti-trust and administrative law—he wrote the administrative law textbook used by many law schools. But in interviews, his clerks were most likely to mention his opinions in cases involving reproductive rights, the use of race in school admissions, and capital punishment.

In 2000, Breyer wrote the majority decision in a case invalidating a Nebraska law banning so-called partial-birth abortion except when it was necessary to save the mother’s life; more recently, in 2016 and 2020, he authored opinions striking down laws in Texas and Louisiana that required doctors who performed abortions to have admitting privileges at a nearby hospital. Chief Justice John Roberts concurred in the Louisiana case.

**Kathryn Judge, JD ’04,** says the justice’s abortion decisions were “in some ways classic Breyer.”

“They embody his role in trying to build consensus,” she says. “Not just in substance but in whom he managed to get on board. They show his



ability to take issues that could be quite divisive and make them less so.”

When Breyer couldn’t find common ground with his colleagues, however, he didn’t hesitate to dissent. The justice “is a consensus builder by disposition,” Havemann explains. “He very much sought to find common ground. But when an issue was important to him, he fought for it.”

In 2007, when a 5-4 majority of the court invalidated the use of race in school admissions as a way to increase diversity, Breyer read his dissent from the bench, a practice justices generally reserve for cases in which they want to highlight their disagreement with the majority.

“I do not claim to know how best to stop harmful discrimination; how best to create a society that includes all Americans,” he wrote. But “the Constitution creates a democratic political system through which the people themselves must together find answers. And it is for them to debate how best to educate the Nation’s children and how best to administer America’s schools to achieve that aim. The Court should leave them to their work.”

In another landmark dissent, in a 2015 case in which the majority upheld the constitutionality of a three-drug protocol used in executions, Breyer wrote that he believes the death penalty itself is unconstitutional—no matter how it is meted out.

“In this world, or at least in this nation, we can have a death penalty that at least arguably serves legitimate penological purposes or we can have a procedural system that at least arguably seeks reliability and fairness in the death penalty’s application,” he wrote in *Glossip v. Gross*. “We cannot have both.”

### SHAPING THE PRACTICE OF LAW

In a concurring opinion in the *Glossip* case, the late Justice Antonin Scalia called Breyer’s arguments “gobbledy-gook.” While he could be amiable off the bench, Scalia was often a firebrand in writing. Breyer, in contrast, has always been known for his warmth, both personally and professionally. Moore recalls a time during his

clerkship when Breyer was “exasperated” after reading a Scalia dissent. “But it was always about the work,” Moore says. “Anytime he had an impulse to respond in kind to the edge that Scalia would put in his writing, he arrested that impulse before it ended up on paper.”

Breyer’s ability to rise above the inherently combative nature of the law is inspiring, his clerks say.

“His thinking was, ‘How can I get the most for both of us, even if I might have to give a little bit to get that?’” Louk says. “That’s not how lawyers normally think. To never lose sight of that as someone who is so esteemed, so smart, and constitutionally entitled to not give a flying flip—what excuse do the rest of us have?”

**Eric Feigin, JD ’05,** says one of the “wonderful” things about Breyer is that “what you see is what you get.”

“His demeanor on the bench, the way he writes his opinions—he’s not putting on a show,” he says. “He’s letting you know what he actually thinks, who he actually is.”

Breyer also influenced his clerks’ careers in more tangible ways. Because he had a diverse professional background—having worked in the Department of Justice, in the U.S. Senate, and as a professor at Harvard

University before taking the bench—

he saw value in veering off the traditional path from clerkship to a big law firm. (Supreme Court clerks are some of the most sought-after lawyers in the country; top firms entice them with six-figure hiring bonuses.)

Judge, a professor at Columbia Law School, and Stanford Law School dean **Jenny Martinez** say they might not have pursued academic careers if it weren’t for Breyer.

“The whole time I was in law school, I had two female professors and one faculty member of color,” Martinez says. The justice “encouraged me that it was something I would be good at and would enjoy.”

Breyer’s Stanford-affiliated clerks have served in leadership roles at



## CALIFORNIA SUPREMIN'

With Breyer's retirement, there's no Cardinal on the Court for the first time in 50 years. Stanford superfans who want to feel better about this development can take comfort from the membership of the California Supreme Court, which includes Patricia Guerrero, JD '97, Joshua Groban, '95, and Goodwin Liu, '91. If recent nominee Kelli Evans, '91, is confirmed, alums will make up the majority of the seven-member court.

## PASSING THE GAVEL

**116**  
justices have served on the U.S. Supreme Court

**10**  
of them had themselves clerked for a Supreme Court justice

**6**  
of those are current members of the Court

**4**  
of those clerked for a Stanford alum

major companies, started their own law firms, and, in some cases, argued before their former employer as attorneys in the U.S. or various state solicitor generals' offices. Even amid all those successes, their year in Breyer's chambers stands out.

"Clerking for Justice Breyer was a highlight of my legal career and will be a highlight, or the highlight, of my legal career," Havemann says. "It's hard to imagine an experience that is more interesting, substantive, or exciting for a young lawyer, and to do it for a boss like Justice Breyer is something that I cherish."

Scarlett, who later worked in the White House and at Apple, agrees.

Breyer "was a wonderful mentor in addition to being an extraordinary jurist," she says. "It was an experience of a lifetime."

## HOPE FOR THE FUTURE

Breyer's clerks universally describe him as someone who always sees the positive—in people, in the world, and in the court.

"It might be an 8-1 vote, and he's on the other side," Leyton says, "but he was convinced that, when he wrote the dissent, he was going to win over the majority."

Several of his clerks wondered aloud whether there is still room for that way of thinking in an increasingly polarized society or on a court dominated by one side of the ideological spectrum. Although Supreme Court decisions are still most likely to be handed down 9-0, legal observers have a sense that in close-

fought cases, the current justices' positions are more predict-

able than when Justice Sandra Day O'Connor, '50, LLB '52, or Justice Anthony Kennedy, '58, occupied the center of the Court.

"[Breyer] is committed to the idea that there is a way for judges to engage in the pragmatic and consequential

analysis he saw as key to doing their job well while still remaining above the fray of politics," Judge says. "Whether that vision is going to live on is a question looming large over our nation."

Breyer offered his own answer in January when, after announcing his retirement, he appeared at the White House with President Biden, who praised the justice as "exemplary." Breyer spoke off the cuff, smiling and laughing, leaning on the lectern and gesturing often with his right hand.

"This is a complicated country," he said. "My mother used to say it's every race, it's every religion, and—she would emphasize this—it's every point of view possible."

As a judge, he said, "It's a kind of miracle when you sit there and see all those people in front of you, people that are so different in what they think, and yet they've decided to help solve their major differences under law."

Quoting from President Lincoln's Gettysburg Address and citing letters from George Washington, Breyer shared his agreement with the view that the United States has always been a democratic "experiment."

"That's what Washington thought, and that's what Lincoln thought, and that's what people still think today," he says, adding that he was speaking in particular to young people, including those who might be cynical about the state of their country. "You know who will see whether that experiment works? It's you, my friend.... It's that next generation and the one after that. My grandchildren and their children. They'll determine whether the experiment still works."

As he neared his conclusion, Breyer didn't even pause; he barely took a breath.

"Of course, I'm an optimist, and I'm pretty sure it will," he said. "Does it surprise you that that's the thought that comes into my mind today?"

By now, he was whispering.

"I don't know," he said, smiling. "But thank you."

Then he walked away. The train had left the station. ■

REBECCA BEYER is a Boston-based journalist. Email her at [stanford.magazine@stanford.edu](mailto:stanford.magazine@stanford.edu).



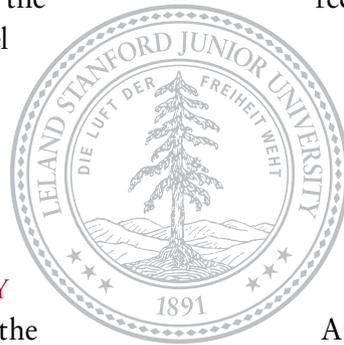
# IN ALUMNI WE TRUST

## APPLY TO JOIN THE STANFORD BOARD OF TRUSTEES

**LEAD STANFORD INTO THE FUTURE** as a member of the Stanford Board of Trustees. The Alumni Committee on Trustee Nominations (ACTN) is seeking four extraordinary alumni leaders to serve at the university's highest level of volunteer service.

---

**HELP SET THE DIRECTION FOR THE UNIVERSITY** as a custodian of the endowment and all properties of Stanford. Together, trustees share responsibility for guiding the university's course, ensuring Stanford's continued well-being and working to sustain and build upon its foundation of excellence.

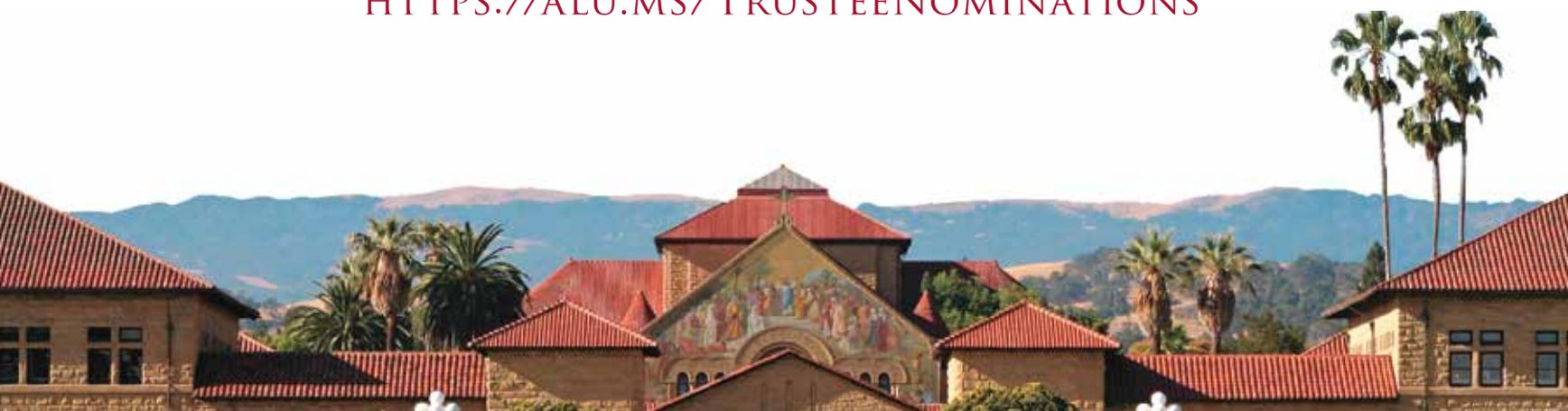


**THIS COULD BE YOUR CALL TO SERVICE** if you are a proven leader with professional achievement and civic involvement, and have demonstrated a commitment to Stanford with an outstanding record of volunteer service and consistent financial support.

---

**NOMINATIONS ARE OPEN TO ALL STANFORD ALUMNI** Applications must be submitted online between September 14 and December 1, 2022. To learn more about the selection process and to apply or recommend a qualified fellow alum, please visit the Stanford Alumni Association website.

[HTTPS://ALU.MS/TRUSTEENOMINATIONS](https://alu.ms/trusteenominations)



# Turning THE Town Around

**How a handful of American communities  
have begun to curb industrial and economic decline.**

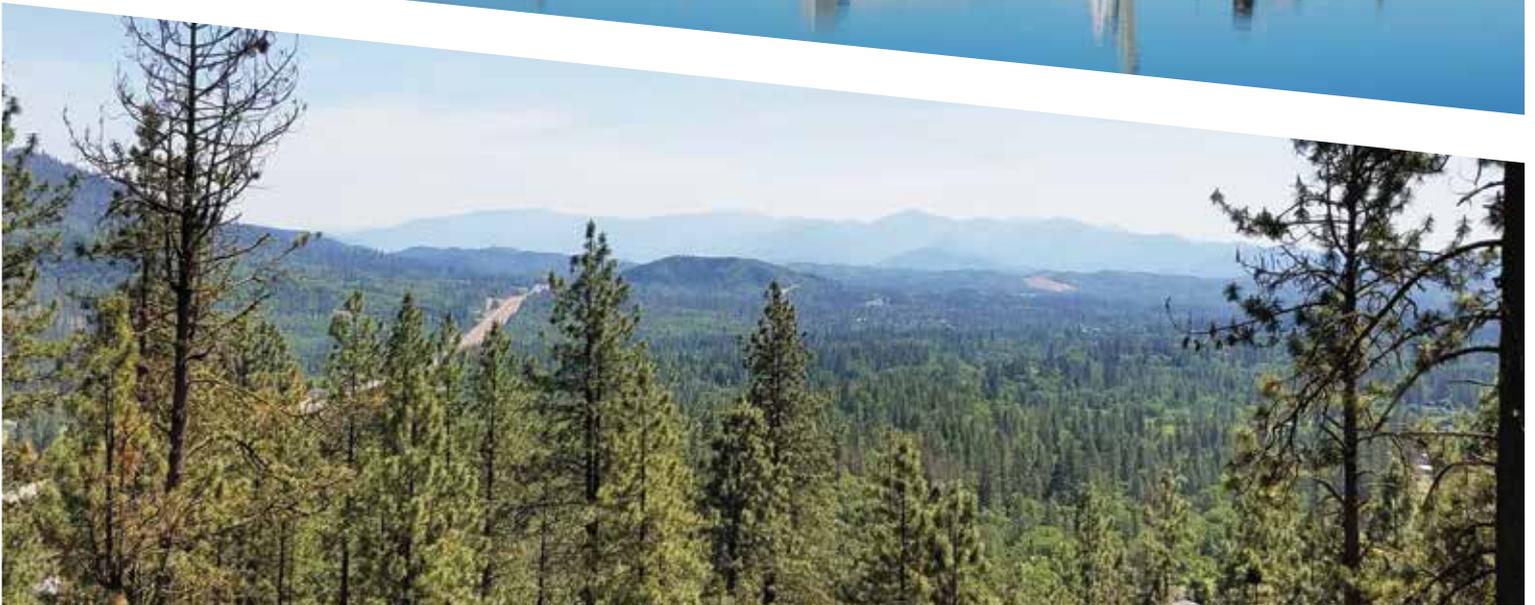
**P**erhaps nobody knows better than Michelle Wilde Anderson how quietly an American town can disappear, at least on paper. As a professor at Stanford Law School, Anderson studies local government and poverty, often in places where the American Dream seems to have ceased, sometimes to hardly any notice at all. In her 2012 paper “Dissolving Cities,” Anderson revealed a startling trend. In the 17 years prior, at least 373 small American cities had voted themselves out of existence—more than had taken that step in the preceding 100 years. Their motivations for dissolving themselves varied, she found, but one theme ran nearly throughout: economic decline and budgetary collapse.

“That was kind of a revelation for me,” she says, “because in the American imagination we are always growing towards greater prosperity.” For many places, the reverse was true. “You’re sort of going back down the ladder.”

Yet erasing a city’s legal existence, and cutting the cost of a layer of government, isn’t the same as erasing its problems. A community with broad poverty, limited industry, and minimal assets still staggers on, regardless of its municipal status. Anderson’s latest work looks beyond formal dissolutions: She wants to know how to save a town as a living thing. That’s no simple task at a time when American prosperity and opportunity have receded from many blue-collar communities. The question has sent her around the country over the past decade to glean lessons from hundreds of people straining to pull their hometowns out of downward spirals. Her findings are chronicled in *The Fight to Save the Town: Reimagining Discarded America*, published in June.

It’s a fight she says we all have reason to be invested in. Since the 1980s, the country’s wealthiest regions have seen

**By Sam Scott**





‘There is major **democratic turbulence** embedded in this level of regional and spatial **inequality**.’

incomes increase far faster than elsewhere. In 31 states, one or two metro areas now account for more than half of their state’s gross domestic product, with most of the other states moving that way. The result, she says, is a geographic divergence of fortune that is exacerbating the political upheaval of our time. The solution suggested by some—that residents in struggling towns simply move—is neither realistic at scale nor helpful to national unity. If people in embattled locations sense a shrug from mainstream politicians, they’ll find others who make them feel heard, she says. “There is major democratic turbulence embedded in this level of regional and spatial inequality.”

### Downward Spirals

Anderson’s book stems from her research into the 28 municipalities that filed for bankruptcy protection—or went into receivership—during and after the Great Recession of 2007 to 2009, the biggest surge of municipal financial distress since the Great Depression. Many of the towns had spiraled into an impossible dilemma. After cutting costs, reducing payroll expenses, and selling assets, they were still broke, largely because their people were poor. And their people were poor in part because their government was too broke to help. In such places, the sense of government as an asset—the provider of police, fire, parks, transit, libraries, water, roads, public health, and more—was often replaced by one of liability. Government meant understaffed and demoralized workforces providing subpar service and

implementing elaborate ways of assessing fines and fees to bring in money. “Local governments do not just reflect inequality,” she writes. “They help drive it.”

Anderson had planned to follow that research with a book that delved deeper into the problems that ensue from such municipal financial meltdowns, but she quickly reached a crossroads. “I decided that I didn’t have time, and nobody had the time, to write a book about all the problems,” she says. “And so I chose a smaller subset of cities where I thought they were doing really good work and there’s really a lot of progress and momentum.”

That is how she arrived upon the otherwise unlikely set of four “towns” in her book—more specifically, a county and three cities. She chose Josephine County, a rural community in southern Oregon that was haunted by the loss of the logging industry; Stockton, Calif., an inland port 60 miles east of Stanford, devastated by foreclosures and municipal missteps; Lawrence, Mass., an old mill town written off as the “City of the Damned” for crime, drugs, and unemployment; and Detroit, the household name brought to its knees in 2013 by the largest municipal bankruptcy in American history (a distinction previously held by Stockton).

Each, she says, is an outsider in an age when the economic flow to major urban areas has left those in less fortunate locations to fight or fail. All four have done plenty of both as they’ve confronted crises of economy, crime, leadership, and confidence. None has found a way out, she says, but each has done things that are instructive to others in similar situations.

“The point of this book is not to say, ‘Look,

they’ve got this,’” she says, “but rather to say, ‘People are working their asses off on some of the most important issues in the country, and we owe them our respect and our attention, and we owe them our support.’”

How each of the four communities fell deep into hard times was, in Anderson’s telling, a mixture of misfortune and mistakes. All four were hurt by the evaporation of manufacturing. In Josephine County, the timber industry all but disappeared in the ‘90s after the northern spotted owl was declared a threatened species under the Endangered Species Act. In each town, there were dubious leadership decisions and disastrous economic bets; in some, corruption. In Detroit, Lawrence, and Stockton, the neglect and injustice resulting from neighborhood redlining, subprime loans, or an elite disdain for portions of the population sowed seeds of trouble. Existing financial precarity became dire in the Great Recession. Stockton, for example, had been hyped as a bedroom community for Silicon Valley, which frothed real estate values into a bubble, the implosion of which turned the city into the foreclosure co-capital of the country, just behind Detroit.

The results were bleak. In Josephine County, residents embittered by lost logging jobs and later by the end of federal subsidies to offset those losses succumbed to a “faithlessness” in all government, Anderson says. When subsidies waned, voters declined to make up for the lost revenues, even as jail beds were emptied, deputies were fired, and assistant district attorneys were dismissed. At one point, the local sheriff advised victims of domestic violence to move where their protective orders could be enforced. As law enforcement shriveled, armed civilian

patrols organized to fill the void. County voters went to the polls nine times between 2004 and 2016 to decide measures that would help revive law enforcement, reopen the libraries, and improve other services. Each measure failed.

“People say, ‘Something really bad is going to have to happen before our citizenry starts supporting itself,’” the county sheriff said in 2016. “Well, it’s already happened! It’s come and gone, and it did not shake the tree at all.”

### Faith in the Forgotten

Addressing that exasperation is at the crux of Anderson’s project: How does a city or county with scant wealth to leverage, no major industry to hitch to, and a lack of obvious civic willpower pull itself up? She goes to the people trying to shake the trees to ask.

As a “scholar of areas that seem to be in chronic decline,” a self-description from one of her papers, Anderson has often gone far from the traveled path. Rich Schragger, a professor at the University of Virginia School of Law who also studies local government, says one of Anderson’s great strengths is finding areas that have been underappreciated and understudied and getting into the nuts and bolts of them in a way that other scholars have not. Often, her scholarship comes matched with a call for action. Her paper on unincorporated, mostly Black and Latino communities that have grown up as glorified labor camps in the shadow of prosperous cities, lacking proper drainage or even water and sewer services, makes clear the need for new laws to protect residents living in the “degrading absence of public investment in the physical state and safety of their neighborhoods.”

“The throughline of her career, I would say,

is faith,” says Julia Mendoza, a friend and associate professor at Loyola Law School who is writing a book on Stockton’s school-to-prison pipeline. “Michelle has a deep, unwavering faith, investment, and commitment to people who some would describe as forgotten.”

As Anderson would tell it, that faith has been earned. What seems to work best in the towns in her book is people, nonprofits, and officials organizing themselves, diligently and unrelentingly, to do unglamorous work. It’s pushing their communities to take small steps away from old distractions and toward something more nurturing.

In the years before Stockton’s bankruptcy, for example, municipal leaders had been content to think they’d isolated the worst of the city’s problems in certain neighborhoods, where poverty, crime, and foreclosure hit hardest, she says. Instead of addressing needs there, they poured tens of millions of dollars into developing a destination downtown that no one came to. Certainly not many South Side residents could afford \$27 cuts at the new steak house, which would close within a year. As the city’s problems, including vast unfunded pension obligations and the collapsed real estate bubble, worsened, many began to realize they had fooled themselves. “The city had walled in its poorest neighborhoods with stigma and disinvestment,” Anderson wrote, “then realized that outsiders had built similar walls around all of Stockton.”

Since its 2012 bankruptcy, however, reform-minded leaders, including former mayor and council member Michael Tubbs, ’12, MA ’12, have prioritized more holistic goals that invest in current residents rather than imagined future arrivals, Anderson says. She

details how residents and police worked together to shut down a store that had long doubled as a drug-dealing market, which in turn brought back to life a neighboring park that people had been too scared to use; how Tubbs as a council member helped convene a grand jury investigation that found City Hall had not provided for South Stockton “in any sustained and meaningful way,” setting the stage for voters to approve a sales tax to fund the reopening of its shuttered library; and how the city began to address the mental health needs of its poorest residents traumatized by crime, violence, and abuse. A national study in 2016 found that Stockton tied for first place in health improvements because of a new clinic and other work in South Stockton.

Those aren’t steps that immediately return a city to riches, but Anderson says they help restore civic faith and quality of life. “You can’t just rescue people’s faith in local government at the exact same moment that your local government finally has money again,” she says. “Those projects have to be long-term investments.”

In Lawrence, a long-concerted effort to bring people together—including neighborhood group dinners at volunteers’ houses—helped strengthen the social fabric, which has led to small victories such as park and canal cleanups. It has also provided the intense community collaboration needed to fuel the city’s ambitious plans for job training in the education and health care sectors.

In Detroit, half of all residential units went through foreclosure between 2005 and 2015. In the broader county, the rate of Black

**THE POWER OF HOPE:**  
In Josephine County  
in 2017, volunteers  
finally raised enough  
money to fix the lights  
in the library and to  
build a reading nook  
for children.



## Bridging the Urban-Rural Divide on Campus

Stanford may be called the Farm, but to those who grew up in rural America, it doesn't look much like home.

For the nearly 5 percent of domestic undergraduates who come from zip codes federally classified as rural, finding others with shared experiences can be challenging. "It's not a visible identity," says Thomas Schnaubelt, former executive director of the Haas Center for Public Service, who is now a lecturer and senior adviser on civic education at Stanford's new Deliberative Democracy Lab. While there's no single type of rural Stanford student, 2018-19 statistics show that they're twice as likely to be first-generation college students as their urban counterparts, and they're more ethnically diverse, as well.

In 2018, Schnaubelt, who hails from a farm in Wisconsin, brought together the Haas Center and the Bill Lane Center for the American West to found the Stanford Rural Engagement Network. The organization aims to foster connections among students and engage the broader Stanford community with the challenges facing rural populations. Its listserv reaches 266 people, including 27 faculty members who conduct research in California's Central Valley.

This spring, Zac Stoor, '22, created an official student group of the same name. The group builds on Schnaubelt's original concept to assure both prospective and current rural students that they, too, belong on the Farm.

—Kali Shiloh

home ownership plunged 11 points after the recession. Activists there have tried to stem a crisis that continues. Nonprofits have dedicated themselves to counseling residents on how to advocate for themselves with banks and local government, and they've raised money to buy foreclosed homes to keep their inhabitants in them. They have also pressured the city to create ways to grant relief to residents unable to pay property taxes. Other groups are pooling resources to buy property for Black farmers to help stem the slide in Black land ownership.

The progress in Josephine County—population 88,000—might be the easiest of all to put your hands around. In 2017, county leaders finally got voters to approve local taxes that returned modest funding to law enforcement and libraries. The secret? Advocates' relentless phone-calling to rally supporters (rather than to convert opponents), follow-ups, and transparency. Proponents of the taxes would invite their opponents to join them at events, and the value of displaying good faith outweighed the benefit of going it alone. The sheer expense of elbow grease paid off. "It's when community groups start to fix things with duct tape and ingenuity that people want more for their communities," the *New York Times* said in its review of Anderson's book, calling it an artful mixture of ethnography, narrative history, in-depth interviews, and legal scholarship.

And hope seems to have beget hope. At one point, the nonprofit that ran the libraries on a shoestring after the county abdicated its role debated whether to repair damaged circuitry that had plunged the main branch into darkness. Some objected, saying that patrons could make do with flashlights. They worried repairs would make it seem as though the library wasn't in need. But another side won out. "The risk that people would think the library was 'rich' was outweighed by the hope that a good library would help people in the community feel that they were rich," Anderson writes. So volunteers fixed the lights, fundraised to renovate a reading nook for children, and helped make 14,000 calls to win additional funding in the election.

### When the Cavalry Doesn't Come

Anderson admits that her answers in *The Fight to Save the Town* are modest compared with the problems, but they are a start in a

world with few better options. Decades ago, it was fashionable to argue for larger regional governments that would bring troubled towns into a conglomerate with more monied municipalities. But Anderson says she can count the number of such regional bodies on two hands. Outside saviors rarely materialize. "If the cavalry doesn't come, when the cavalry doesn't come, what are you going to do anyway?" she says.

The full span of Anderson's arguments won't win over everyone. Howard Husock, a senior fellow at the American Enterprise Institute, a Washington, D.C.-based think tank, criticized the book for casting "blame on the American economic system, while minimizing local government missteps." But he found Anderson's action points compelling as demonstrations of how neighborhood groups and local government can turn around "some very tough places."

Anderson says she felt an urgency to write something that might reach a public audience that could show up with new resources, ideas, and political power. *Fight* is the result of months spent in the four locations and hundreds of interviews. To hone her writing for a lay audience, she diagrammed *New Yorker* articles and other long-form reporting, studying how journalists build stories, weave in quotes, and set scenes.

One day in 2017, Anderson was in the car when an NPR feature caught her attention. Composer David Lang, '78, had written *Symphony for a Broken Orchestra*, a score for wounded instruments collected from Philadelphia's public schools. The composition was strangely beautiful in its own right. However, its point wasn't to diminish the need for new instruments but to prove it. Anderson says she nearly drove off the road listening. In writing her book, she came to love Stockton, Detroit, Lawrence, and Josephine County, but she knows how much more beautiful they'd be if they could be made whole.

Her book won't do that, she knows. It is more proof of concept than how-to manual, she says. And maybe it's best described as a rallying cry. When she signs copies of her book for family and friends, she often crosses out the first "The" in the title. Fight to save the town. For Anderson, it will be worth it for all of us to do so. ■

SAM SCOTT is a senior writer at STANFORD. Email him at [sscott3@stanford.edu](mailto:sscott3@stanford.edu).

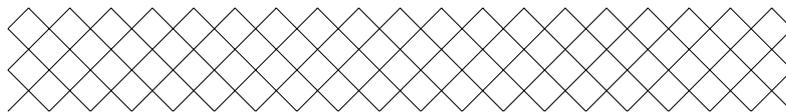


Stanford  
TRAVEL/STUDY

## Let us wow you!

Pick a Travel/Study educational adventure, and we'll take care of the rest. Experience a journey like no other.

[alumni.stanford.edu/travelstudy](https://alumni.stanford.edu/travelstudy)



REVIEW BY SUSAN WOLFE

## Murder, He Wrote



**SUSAN WOLFE, '81,**  
is a writer in Palo Alto.  
Email her at  
[stanford.magazine@stanford.edu](mailto:stanford.magazine@stanford.edu).

**NEARLY TWO DECADES AGO,** in 2003, professor of neurology and neurological sciences Robert W.P. Cutler published *The Mysterious Death of Jane Stanford*. The book revealed that the forensic evidence pointed not to heart failure, as the official report indicated, but to murder.

The story piqued my curiosity: Who would want to do away with the woman Stanford's founding myth heralds as the savior of the university established in her son's memory—and why?

I devoured Cutler's book and read theories by other Stanford faculty. My interest led me to write about it. That article—titled “Who Killed Jane Stanford?”—ran in the September/October 2003 issue of STANFORD.

And alumni readers had a lot to say.

“Having family ties that go back to the late 1940s, I thought I was pretty well informed on Stanford lore,” wrote Scott O'Connor, '79. The STANFORD article “sure killed that notion. What an extraordinary story, with eerie undertones.”

Al Floda, MBA '80, wrote: “I am sitting here shocked, saddened, and horrified at the story of Jane Stanford's murder. I knew she had died in Hawaii, but I had never heard this take on it. It's like learning something terribly tragic about the fate of a beloved family member, indeed the ‘mother’ of the Stanford University family.”

In his recent book, *Who Killed Jane Stanford? A Gilded Age Tale of Murder, Deceit, Spirits, and the Birth of a University*, history professor Richard White delves into the lesser known facts of the founding: The legal scaffolding supporting the nascent university was precarious at best; the vaunted matriarch, beneficent and beloved, sometimes brandished her money as a bludgeon, propelled by the spirit voices of her deceased loved ones.

“Jane Stanford, a woman supposedly without enemies, cultivated enmity and harvested a bountiful crop,” White writes.

It turns out there were many who had cause to wish her dead.

**On January 14, 1905,** Stanford retired to bed in her San Francisco mansion. On her bed stand, at her request, was a bottle of Poland Spring water. An unusual bitter taste caused her to call out for her personal secretary and her maid, and to force

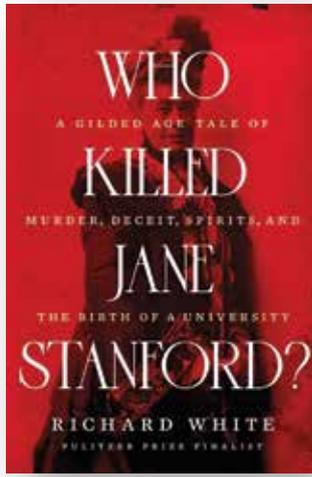
herself to vomit. A chemist's analysis verified that the water had been spiked with rat poison.

Distraught and traumatized, Stanford decided to travel to Japan, opting for a stopover respite in Honolulu. Shortly before her trip, she divulged to trustee George Crothers that she had lost confidence in then-president David Starr Jordan. Hostility between the two had been growing for years as Stanford meddled in the running of the university, pressing positions that Jordan had refused to execute. She told Crothers she planned to dismiss Jordan upon her return.

She and her travel party set sail for Hawaii on February 15. Two weeks later, on February 28, again at bedtime, she asked her secretary to prepare a bicarbonate of soda to aid her digestion.

Jane Stanford did not live to see the next morning.

**A coroner's autopsy,** corroborated by well-regarded physicians, concluded that Jane Stanford came to her painful death by strychnine poisoning.



“Her first words were predictable. Her last words were surprising. Jane Stanford rarely if ever used the word *death*. Confronted with death, she spoke its name.”

—Stanford history professor Richard White, in *Who Killed Jane Stanford? A Gilded Age Tale of Murder, Deceit, Spirits, and the Birth of a University*, W.W. Norton



And that might have been that, if not for Jordan.

Upon learning that the university's benefactor had died, Jordan rushed to Honolulu, ostensibly to escort her body home. Once there, he retained a local doctor to contest the cause of death. One day before her funeral procession in Honolulu, Jordan issued a statement. Referencing the report he'd bought and paid for—but never made public—Jordan proclaimed that Stanford had not been poisoned at all. She had, he said, died of heart failure.

They say the victors write the record books. And so it was that Jordan's account of her death was the one that went down in history.

**While White is not** the first to examine the murder of Jane Stanford, his research is the most thorough. An undergraduate course that White taught on research methods, using Stanford's death as a case study, uncovered a trove of documents. His students' findings inspired him to pursue the matter

further. In his effort, he found missing links, inconsistencies, and questions.

“Preservation of historical records is always imperfect,” White writes, “but rarely have I encountered more documents that have vanished and more collections and reports that have gone missing than in this research.”

#### ***Who Killed Jane Stanford?***

reads like a suspenseful whodunit punctuated by clever, first-person asides from White. In true crime-fiction fashion (guided by his brother, Stephen White, who writes in that genre), he walks the reader through a long list of potential perpetrators, including Stanford's personal secretary and companion, Bertha Berner; aggrieved faculty and household staff members; and Jordan

himself, assessing who had motive, the means, and the opportunity to take Stanford's life.

Yet White gives us more than a mere mystery: He also explores possible institutional motives for the whitewashing of Jane's murder.

White portrays Jane and Leland Stanford as having lucked into partnership with the railroad barons who generated the couple's fortune. The Stanfords' relative lack of sophistication evidenced itself when it came to drawing up the instruments that would establish and fund the university. In reviewing them, Crothers “discovered that he had barely sampled the rich stew of stupidity, ignorance, and arrogance in the university's founding documents,” White writes.

A murder investigation would have hampered, if not halted, the distribution of Jane Stanford's estate, which, at her wishes, went to the university and to many on her household staff—including key suspects.

The faulty founding documents would have been scrutinized. Such outcomes would have imperiled the institution, affected the financial futures of the heirs, and mired the young university in scandal.

In a single stroke, Jordan's phony cause-of-death report brushed all those eventualities away. With no poisoning and no murder, there was no challenge to Stanford's will, no examination of the university's legal status, and no threat to Jordan's position as president.

In 1905, Stanford was “a sleepy, mediocre university,” White writes. Had the death of Jane Stanford been exposed as murder at the time, today's world-renowned institution might've been only a footnote in the history books. ■

*We Recommend*  
**Deep Dives**

**The Paradise Notebooks: 90 Miles Across the Sierra Nevada**

Richard J. Nevele, PhD '95, and Steven Nightingale, '73; Cornell U. Press. All the stress relief of a digital detox getaway, without the daunting security lines or fuel prices.

**The Upside of Uncertainty: A Guide to Finding Possibility in the Unknown**

Nathan Furr, PhD '09, and Susannah Harmon Furr; Harvard Business Review Press. Instrument flying for young adults, parents, and other heroes enveloped in life's fog.

**His Name Is George Floyd: One Man's Life and the Struggle for Racial Justice**

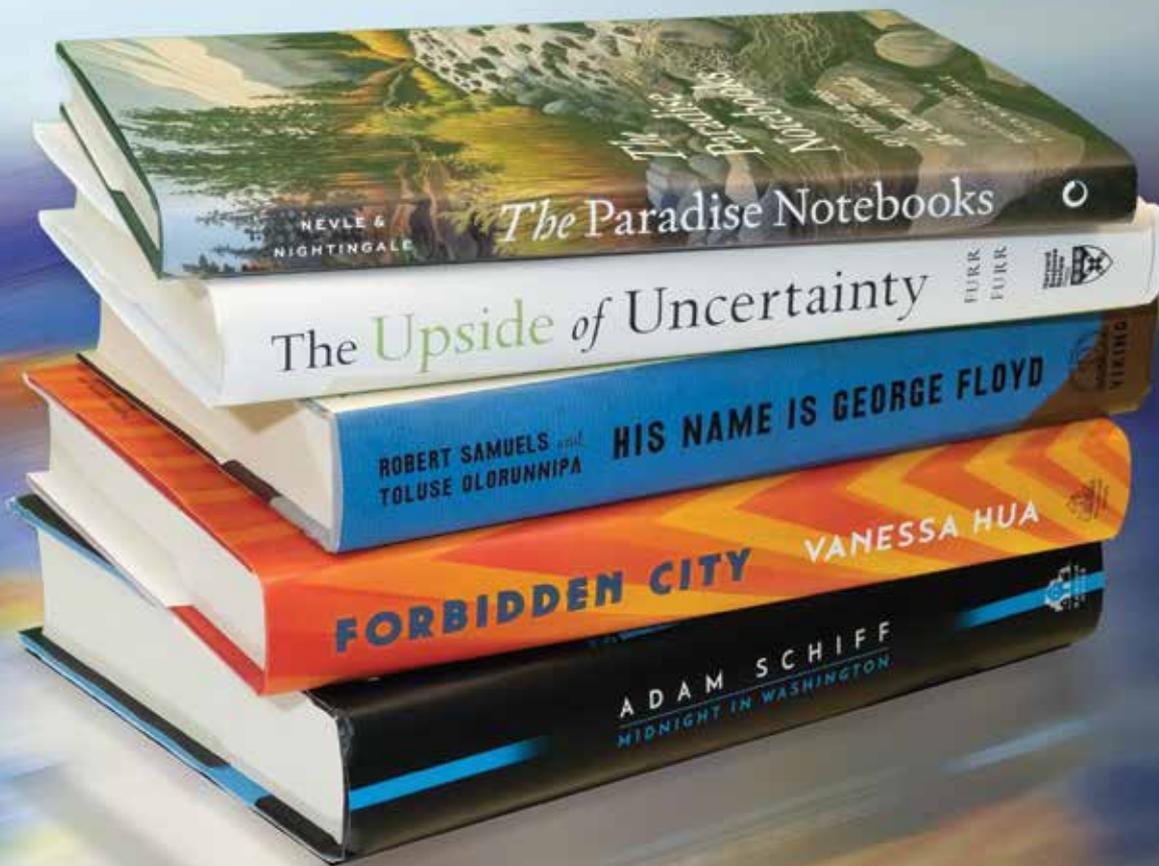
Robert Samuels and Toluse Olorunnipa, '08, MA '09; Viking Books. A journalistic tour de force. If you read one biography this year, make it this.

**Forbidden City: A Novel**

Vanessa Hua, '97, MA '97; Ballantine Books. Its shimmering detail earns Hua's historical fiction a permanent place on our bookshelves.

**Midnight in Washington: How We Almost Lost Our Democracy and Still Could**

Adam Schiff, '82; Random House. Timely memoir that reads as briskly as a novel and cautions a battle-weary republic.



ERIN ATTRISSON (PHOTO); GIORGIA VIRGILI (BACKGROUND IMAGE)

# Farewells

## FACULTY

**Thomas Rohlen**, of San Francisco, March 6, at 81. He was a professor emeritus at the Stanford Graduate School of Education and a senior fellow emeritus at the Freeman Spogli Institute for International Studies, where he was instrumental in creating the Shorenstein Asia-Pacific Research Center. With expertise in Japanese economics, education, and society, he served as the founding director of the Stanford Japan Center in Kyoto and supported numerous distinguished scholars through his family's philanthropy. Survivors: his wife, Shelagh; children, Ginger, Katie, Duke, '90, Brooks, Alison, and Michael; stepchildren, Karen, Jean, and Sarah; and 19 grandchildren.

## 1940s

**Ardrey "Dree" Witt Taylor**, '40 (social science/social thought), of Modesto, Calif., March 30, at 103. She volunteered for the Red Cross in Nome, Alaska, during World War II. She enrolled at CSU Stanislaus to earn a teaching credential and taught at Woodrow Elementary School in Modesto for 13 years before retiring. She was a volunteer docent at the Great Valley Museum in Modesto and a founding member of the Monterey Bay Aquarium. She cherished time spent at her family's Fallen Leaf Lake cabin. She was predeceased by her husband of 62 years, Gordon; and son, Phillip. Survivors: her children, Teresa Taylor-Hoffman and Tom; seven grandchildren; seven great-grandchildren; and sister.

**Charles John Astrue Jr.**, '43 (general engineering), of San Francisco, March 3, at 101. He served as a salvage and diving officer in the Navy during WWII. After the war, he worked as a transportation engineer for the California Public Utilities Commission. He had a lifelong interest in Latin culture and loved Latin food, mariachi music, dancing tangos, and "charlando" in the Spanish language. He was predeceased by his first wife, Charlotte Determan; and daughter, Carol Astrue Homer. Survivors: his wife of 44 years, Miriam Rivero; children, Joan Maher, Charles, and Raymond; seven grandchildren; and brother.

**Janet McClanahan Morris**, '44 (political science), of Hillsborough, Calif., March 20, at 99. She was a member of Delta Gamma and contributed to the *Stanford Daily*. During college, she flew for the Civil Air Patrol looking for Japanese submarines along the Pacific Coast. After graduating, she worked briefly for the federal government in Washington, D.C. She was a founding member of the San Mateo Parks and Recreation Foundation. She circumnavigated the globe numerous times and became a licensed balloonist later in life. Survivors: her sons, Randall, '70, MD '76, and Scott, '73; four grandchildren, including Christine, '01; and two great-grandchildren.

**Maxwell A. Myers**, '44 (English), of San Francisco, April 19, at 99. He contributed to the *Chaparral* humor magazine and served as a first lieutenant in the Army during WWII. After working as a reporter for *Official Detective* magazine in Sacramento, he joined his father's wholesale and real estate business, the L. Myers Company, which he ran for the rest of his life. A serial entrepreneur, his ventures included a chain of boutiques selling nylon

stockings and costume jewelry and a theater for satirical political plays. He ate dinner with his wife every night for 74 years. Survivors: his wife, Elaine; children, Catherine Feldman, '74, David, and Laura; and 12 grandchildren and great-grandchildren.

**Arthur Crawford Cooley**, '48, of Petaluma, Calif., April 16, at 95. He was a member of Delta Upsilon and Phi Gamma Delta, and he served in the Army Air Corps during WWII. In 1959, he became a partner at Draper, Gaither, and Anderson and continued venture capital investing throughout his life. He managed his family's ranching operations for more than 60 years and donated or sold thousands of acres to local open space districts. He served as president of the board of directors of the Stanford Alumni Association. He was predeceased by his wife of 70 years, Jess (Porter, '49);

and son, Michael. Survivors: his children, Janet Cooley Dilg, Nancy, and Robert; six grandchildren; and two great-grandchildren.

**Marion Kidd Schwaneflugel Fay**, '48 (French), of Amherst, N.Y., March 19, at 95. After graduating, she worked in fund-raising for the Buffalo Philharmonic Orchestra and the United Negro College Fund. An active volunteer and homemaker, she worked in the local high school library and devoted time to PTAs, Cub Scouts, and Girl Scouts. She enjoyed sailing, camping, car trips, and Caribbean vacations with her family. She served as president of the Amherst Symphony Orchestra. She was predeceased by her husband, Homer. Survivors: her children, Elizabeth Fay Daly and Frank, MS '81; three grandchildren; and brother.

## The Life of His Dreams

One morning in 1974, as Roger Shepard was not quite fully awake, a curious image came into his mind. It was an optical illusion of an elephant with four offset feet and five legs that disappeared into negative space. He began drawing and redrawing what he'd seen. Shepard had been sketching images from his imagination, and later, his dreams, ever since he was in elementary school, where his teachers often scolded him for doodling instead of paying attention in class. Shepard's elephant sketches, now well known, led to his book *Mind Sights: Original Visual Illusions, Ambiguities, and Other Anomalies*, published in 1990.

Roger Shepard, professor emeritus of psychology and National Medal of Science recipient, died on May 30 of Parkinson's disease. He was 93.

For those in academia, Shepard's fame extended far beyond his brain-bending illustrations. His curiosity about the mechanisms of the mind led him to previously unexplored corners of cognitive psychology. At Bell Laboratories, he developed nonmetric multidimensional scaling, a mathematical method for mapping subjective data, such as how people perceive shapes. At Stanford, he completed groundbreaking research in nascent psychological fields, such as mental imagery and generalization. "His scientific ideas revolutionized psychology," Ewart Thomas, former dean of the School of Humanities and Sciences, told the Stanford News Service.

When she would stop by his office, "he'd have to remove piles of papers from a chair because every surface would be covered," says his former graduate student Jennifer Freyd, PhD '83, founder and president of the Center for Institutional Courage and professor emerit in the department of psychology at the University of Oregon. Mixed in with the reams of research were stacks of newspaper cartoon clippings. It was not unlike Shepard's own

mind, where a playful, artistic side informed his scientific endeavors, and vice versa.

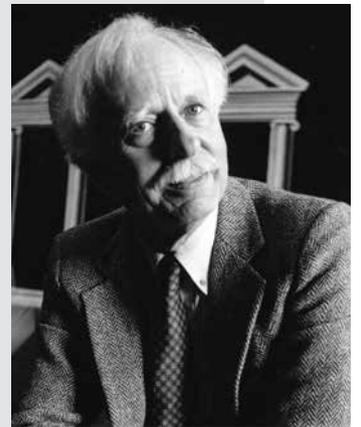
Even his most famous research came from his subconscious. A dream about rotating three-dimensional objects inspired his series of studies that ultimately established humans could conceive of such an object and rotate it. Mental rotation was later used in the assessment of patients with brain lesions and during investigations of the neural coding of movements. His drawing of the Shepard tables—two identical tables that in different orientations appear to vary in length and width—became a symbol not only of mental imagery but also of cognitive psychology as a whole.

"I didn't realize how famous he was until college," says his daughter, Shenna, who has a doctorate in clinical psychology. When Shenna was a first-year student, an older student's cognitive psychology textbook caught her attention: Its cover featured the three-dimensional drawings her father had used in his first mental rotation study.

At home, Shepard spent time in his study, working on his research ideas, writing, or drawing. "I think he loved going into his own head and experiencing the world—and then at the same time, he was analyzing [his experience]," says Freyd. For Shepard, life itself was often "like a lucid dream."

Shepard is survived by his wife of nearly 70 years, Barbaranne; children, Newland, '81, Todd, and Shenna; and granddaughter.

—Kali Shiloh



**John Allan Paterson**, '49 (industrial engineering), of Carmel-by-the-Sea, Calif., January 28, at 97. He was a member of Phi Kappa Psi. He served in the military for 42 years, ultimately becoming a brigadier general in the Air Force. He was also a general contractor, real estate broker, and developer in Oregon, where he served as Washington County commissioner. A visionary home builder, he began burying electric lines in the 1960s to preserve the aesthetics of residential communities in and around Portland, Ore. He was a pilot, an impeccable dresser, and a lover of jazz music and sports. He was predeceased by his wife of 68 years, Dolores. Survivors: his daughters, Leron and Allaire, '84; and granddaughter.

#### 1950s

**Bruce E. Van Alstyne**, '50 (social science/social thought), of Carmel, Calif., May 2, at 95. He was a member of Phi Delta Theta and the football team and served in the Navy. He was an investment banking professional for 60 years, serving as executive vice president and member of the board of directors at Morgan Stanley. He was also chairman of the board of trustees for Menlo College. He loved traveling, tennis, golf, flying, hunting, hiking, swimming, skiing, and dominoes. Survivors: his wife of 70 years, Barbara; children, Bruce, Byron, and Nancy; five grandchildren; and great-granddaughter.

**Nathaniel Stewart Rogers**, '51 (economics), of Seattle, January 20, at 91. He was a member of Theta Xi. He spent his 40-year career at the company his father co-founded, Van Waters & Rogers, handling mergers, acquisitions and legal and tax issues. He loved going to work every day and retired in 1991 as senior vice president and a director. He valued integrity, honesty, and humility and cherished family above all else. He was predeceased by his first wife, of 38 years, Jane (Steele, '51). Survivors: his wife of 29 years, Carol Rogers; children, Susan Cook, '78, Mark, and Steven; stepchildren, Joe Williams, Claire Tingen, John Williams, and Larry Williams; eight grandchildren; nine step-grandchildren; and six great-grandchildren.

**Hugh O'Neill McDevitt**, '52 (biological sciences), of Stanford, April 28, at 91. He spent 50 years at Stanford, starting as an assistant professor in 1966 and eventually becoming chief of immunology. In researching how immune cells recognize invading microbes, he paved the way for modern immunology. He was a pillar of the department of microbiology and immunology and was a member of the U.S. National Academy of Sciences, the Academy of Medicine, and the Royal Society of London. Survivors: his wife of 38 years, Grete Sønderstrup; children, Elizabeth, Katharine, Thomas, and Lina; and two grandchildren.

**Carolyn Sue Wendell Perkins**, '52 (education), of Pebble Beach, Calif., December 19, 2019. She worked as a substitute teacher while raising her children and later returned to the classroom full time, retiring in 1991. She traveled nearly every year, with an emphasis on Mexico, Europe, Russia, and China. In retirement, she and her husband built a home in Pebble Beach, where they joined the church, symphony and Gentrain communities. She was active with AAUW and loved her P.E.O. sisters. Survivors: her husband of 70 years, Bill, '52, MS '53; and sons, Todd, '77, and Chris.

**Conrad Carl von Bibra**, '52 (chemistry), of South Pasadena, Calif., March 13, at 92. He served in the Air Force. He was president of Exeter Oil Company and chairman of the Conservation Committee of California Oil and Gas Producers. As governor of Rotary International District 5300, he worked tirelessly to connect local Rotary

clubs with international service projects. He was a pillar of Calvary Presbyterian Church and welcomed numerous international students, including from Mongolia, Nigeria, and Ethiopia, into his home over the years. He spent decades restoring his ancestral home in Germany, where his family spent many happy summers. Survivors: his wife of 69 years, Pat (Terry, '52); children, Brenn, Anne, Margaret, Carl, '84, and Terry; and 10 grandchildren.

**Margot Sinton Biestman**, '53 (French), of Sausalito and Sonoma, Calif., April 9, at 90. She received a master's degree in education from Sonoma State University. Throughout her life, she was a teacher, artist, jeweler, and author. She was involved in the conception of the Head Start program and taught people ages 3 to 93. Starting in the early 1980s, physical challenges prompted her to embark on a decades-long career as a teacher, practitioner, and leader of Breathexperience as founded by the late Ilse Middendorf. She was predeceased by her husband of 68 years, Perry. Survivors: her children, Annie Caro, John, and Mark; four grandchildren; and three great-grandchildren.

**Ronald Edwin Eadie**, '53 (economics), MBA '57, of Medford, Ore., April 24, at 91. He was a member of Beta Theta Pi and the football team, playing in the 1952 Rose Bowl. He served in the Navy and Naval Reserves, reaching the rank of captain. He spent 34 years with Wells Fargo Bank in San Francisco, eventually becoming one of four executive vice presidents. He was a natural leader and masterful storyteller with a quick wit and a loud, infectious laugh. He was predeceased by his wife of 62 years, Patricia Duckert. Survivors: his children, Michael and Dayna; two grandchildren; sister; and companion, Hannelore Herbig.

**Katherine Alice Hines Grigsby**, '53 (sociology), of Santa Barbara, Calif., April 6, at 90. She was a driving force behind major building renovations and the placement of the Riverside Art Museum's Julia Morgan building on the National Register of Historic Places in 1982. In 2016 she was awarded the museum's Top Dog award. She worked at the Idyllwild School of Music and Arts until she retired. She was predeceased by her husband, James, and son, James. Her twin sister, Mary Hines King, '53, died in June. Survivors: her daughter, Robyn Grigsby Beck; four grandchildren; and brother, Fred Hines, '56, MS '57.

**Sarah Ann "Sally" Marble Lewis**, '53 (sociology), of Pasadena, Calif., January 27, at 90, of complications from COPD. During her time at Stanford, she danced in the annual Spring Show and boarded the *SS Constitution* for its maiden voyage to Europe. In the 1980s and '90s, she worked in sales at Pasadena's premiere florist, Jacob Maarse, and served on the All Saints Flower Guild. She was a talented musician and pianist and had a beautiful singing voice. Survivors: her children, Carey Mott, Julie Bullock, Tom Jr., and Rebecca; three grandchildren; and former husband, Thomas.

**Virginia J. "Ginger" Timmons Ludwick**, '53 (political science), of Los Angeles and Palm Desert, Calif., February 27, at 89. She was a congressional aide on Capitol Hill in Washington, D.C., and worked in real estate and interior design in California. In later years, she and her husband traveled the globe, leaving her family a rich and lasting legacy through her photographs. She was a dedicated volunteer for Stanford and was named the first female president of the Stanford Club of L.A. County. Survivors: her husband of more than 65 years, David; children, Leslie Ludwick Bires, '80, and David; five grandchildren; and sister, Janet Timmons McNeil, '57.

**Frederick A. Soderer**, '53 (electrical engineering), of Arnold, Calif., December 12, at 94, of congestive heart failure. He served in the Navy and married the daughter of his station commander. He worked for GE for more than 30 years, mostly in the Bay Area. He served as chairman of the Redwood City Planning Commission. He enjoyed woodworking and volunteered with Ebbetts Pass Elves to make toys for children in Calaveras County. He and his wife loved to hike, backpack, and cross-country ski in the Sierras, and they were part of an active group of hikers for 60 years. Survivors: his wife, Shirley; two children; and two grandchildren.

**John Hall Biggar III**, '54 (economics), MBA '58, of Rancho Mission Viejo, Calif., May 16, at 90. A member of Sigma Chi as an undergraduate, he interrupted his master's degree program for a 16-month tour of duty while serving in the Army in Korea. He was the third generation of leadership at JH Biggar Furniture Co., a family-owned furniture company in Southern California, where he became president. He volunteered with the Pasadena Tournament of Roses for more than 50 years. He was predeceased by his first wife, Carol (Romer, '54). Survivors: his wife, Karol; children, Mike, '81, MBA '94, and Lynne, '84; stepchildren, Susan King and Bob Hezlep; two grandchildren; three stepgrandchildren; four step-great-grandchildren; and brother, Richard, '61.

**Constance Elaine Budgen Doty**, '54 (philosophy), of Walnut Creek, Calif., April 28, at 89. She participated in the Orchesis modern dance society, graduated Phi Beta Kappa and later studied Spanish, French, Norwegian, Italian, and German. She volunteered at multiple schools and held board positions with the Orinda Woman's Club and the Stanford Women's Club of the East Bay, where she served as president. She was a member of the Orinda Community Church's Chancel Ringers Handbell Choir for more than 40 years. She was predeceased by her husband, Ken. Survivors: her sons, George, Paul, Ken Jr., and Curtis; six grandchildren; and eight great-grandchildren.

**Ronald Allen "Rocky" Harris**, '54 (economics), of San Francisco, February 21, at 89. He acted in Ram's Head productions, played tennis and edited the Stanford Quad. He served in the Navy. At the Dillingham Corporation, he supervised the construction of the Wells Fargo building at 44 Montgomery Street, the tallest building west of Dallas at the time. He later set up real estate partnership businesses and served as president of the Institute of Real Estate Management. He enjoyed travel, watching Stanford sports, and besting his children and grandchildren at dominoes, hearts, and cribbage. He was predeceased by his wife of 58 years, Laine, '55. Survivors: his children, Linda, Danny, and Jon; and two grandsons.

**Stirling Gainer Pillsbury Jr.**, '54 (basic medical sciences), MD '57, of Long Beach, Calif., January 5, at 89, of cancer. He was a member of Sigma Nu/Beta Chi and served in the Navy. During a 32-year career as an obstetrician/gynecologist, he delivered more than 3,000 babies. He was appointed chief medical officer at Memorial Medical Center in Long Beach in 1996, helped develop what is now Miller Children's and Women's Hospital, and held academic roles at UCLA and UC Irvine. He was a staunch advocate for accessible, affordable medical care. Survivors: his wife, Lynne; daughters, Tricia Pillsbury Peacock and Gayle; and five grandchildren.

**John Garrettson "Gary" Belcher**, '55, of Napa, Calif., 2019, at 86. He was a member of Phi Kappa Sigma and served in the Navy, stationed in Korea and Japan. He earned a business administration degree from Menlo College. With the dream of becoming a rancher, he acquired Gordon Valley

Ranch and Rancho Corazon. He loved working the land and introducing his six children to the wonders of the wilderness. He had an insatiable curiosity and a love for sharing information. Survivors: his children, Paul, Carrie Berger, Camille Harrison, Debbie, John Jr., and Mark; six grandchildren; two great-grandchildren; and two siblings.

**Neil Jenkines MacPhail**, '57 (social science/social thought), of San Francisco, December 24, at 86. He contributed to the *Stanford Daily*. He taught elementary school in San Rafael, Calif., for over 25 years. Students and colleagues from Gallinas, Glenwood, Bahia Vista, and Coleman elementary schools remember him as a kind, patient, and inspiring teacher who was always ready to listen. An avid philanthropist, he was awarded the Ruth Brinker award for his generous support of Project Open Hand, an organization that delivers food to homebound and critically ill residents of Bay Area communities. He was predeceased by his partner, Gerald Kelly.

**Barbara Ruth Bailey Murch Wellner**, '57 (economics), of Albuquerque, N.M., August 10, 2021. An avid quilter, she designed beautiful, award-winning quilts, some of which were featured on magazine covers. She maintained a lifelong love of birdwatching, and was a vocal fan of Stanford sports teams and individual alumni athletes. She competed in pickleball in the New Mexico Senior Olympics into her 80s. She was predeceased by her second husband, Leo Wellner. Survivors: her children, Amy Murch Sloan, Linda Murch Pedersen, and Stephen Murch; grandchildren; great-grandson; and sister.

**Carol Franc Buck**, '58 (history), of Crystal Bay, Nev., April 9, at 85, of complications from a heart condition. She was president of the Frank H. and Eva B. Buck Foundation, which provided college scholarships to more than 300 students. She created the Carol Franc Buck Foundation to support visual and performing arts organizations. She served on the boards of organizations like the San Francisco Symphony and the Nevada Museum of Art. She was instrumental in the development of the Classical Tahoe music festival. She earned her pilot's license and flew twin engine land and sea planes. Survivors: her son, Christian Erdman; and granddaughter.

**Anne "Moff" Moffatt Conway**, '59 (English), of Sacramento, Calif., May 17, at 85, of pancreatic cancer. She was a lifelong reader with a special focus on World War II. While globe-trotting with her husband Pat, she maintained a boutique where items from her travels found a home beside more traditional antiques. She enjoyed writing and acting as a juror in moot court for the McGeorge School of Law. She joined the Sacramento Stanford Association Board of Directors in 2019. She was predeceased by her first husband, Ed Bayless and second husband, Pat. Survivors: her son, Michael Bayless; grandson; and brother.

**Jeanne Margaret Menken LaChapelle**, '59 (history), of Santa Rosa, Calif., November 16, at 83, of a stroke. She rode for the equestrian team. From childhood through her early 20s, she was an avid rider and made the Olympic team. She loved the theater and spent many years acting in local productions. She was devoted to her three children and chose to give up her career in the mid-1970s to move to Mendocino, Calif., in order to raise them in a small town with a safe environment. Survivors: her children, Steve, Tom, and Tracy.

#### 1960s

**Marilyn Kay Hoth**, '61 (history), of Portland, Ore., April 29, at 82. She was her freshman class vice president. She worked in fund-raising and communications, starting with the Stanford Development

Office and including the Smithsonian's Museum of American History, the City of Ogden, the Oregon Medical Professional Review Organization, and Lewis & Clark College. She was a beautiful writer who also had a great love for music and the natural beauty of Oregon. She enjoyed tutoring newly arrived refugees and migrants in recent years. She was predeceased by her stepson Gary Mays. Survivors: her daughters, Karen Gulick, '88, and Kristin Gulick; stepson Doug Mays; and two grandchildren.

**Robert H. Ludlow Jr.**, '61 (history), of Santa Cruz, Calif., April 14, at 83. As a teenager, he fractured his neck in a swimming pool and became quadriplegic. He was the first quadriplegic to pass the California and Hawaii bar exams. For 50 years, he practiced law in Santa Cruz. His advocacy on behalf of spinal cord and brain injury victims helped lay the foundation for what would become the Americans with Disabilities Act. Wheelchair-bound for 72 years, he was among the longest-living quadriplegics. He loved the opera, dogs, Stanford, and carrot cake. Survivors: his wife, Lisa; children, Justine Lagerwey and Spencer; and four grandchildren.

**James Leonard Reed**, '61, MA '62 (history), MA '63 (education), of Corona, Calif., May 9, at 82, of kidney cancer. He taught U.S. history, economics, government, photography, and yearbook at Norco High School for 35 years. He earned a JD in 1984 and worked as a lawyer for one year before returning to education, spending a year in England as part of the Fulbright Teacher Exchange program. He loved camping in the western U.S. with his family, and he was a passionate woodworker. Survivors: his children, Rick, '86, MS '86, Shawnessy and Mark, '90, MS '91; six grandchildren, including Kyle, '20, Matthew, '23, Kelsey, '20, MS '21, and Jenna, '24; and brother.

**James Lauren Amdahl**, '62 (sociology), of Chandler, Ariz., December 29, 2020, at 80, of Alzheimer's and Parkinson's diseases. He was a member of the marching band and served in the Navy for two years. He worked at the Arizona Automobile Club before launching a successful career in real estate. He served on the board of directors for SEVRAR (Southeast Valley Realtor Association, now WESERV) and was president for two terms. He served on the National Association Board of Realtors and volunteered with Sun Sounds, a reading service for the blind, for 15 years. Survivors: his wife of 48 years, Janet; son, Joel; two grandchildren; and brother.

**Linda Louise Swanson Foley**, '62 (biological sciences), of Alameda, Calif., and Dundee, Ore., November 23, at 81. She began her career at UC San Francisco before getting a master's degree in genetics at UC Berkeley. She worked for the state of California as a genetic counselor specializing in Tay-Sachs disease. Well rounded in her interests, she could just as easily recite the history of various kings and queens of England as the benefits of using nematodes in the garden. She was social and gregarious and loved to travel. She was predeceased by her husband, Jeff. Survivors: her sons, Christopher and Michael; three grandsons; and brother.

**Julie D. Cosgrove Masterson**, '62 (English), of Mendocino, Calif., March 5, at 81. She earned a teaching credential from UC Berkeley and was president of the Junior League of Los Angeles. After attending an Ansel Adams' Friends of Photography workshop in Carmel, Calif., she started traveling around the world and documenting endangered landscapes in remote regions from Yemen to Patagonia. In 1988, her fine art photographs of Tibet became a major exhibition at the Pacific Asia Museum in Pasadena, Calif. She was

predeceased by her husband of 40 years, Bill. Survivors: her stepdaughters, Mary Masterson Hockridge and Barbara; four stepgrandchildren; and two siblings, including Carole Cosgrove Terry, '59. **Judith Kathryn Schafer de Vore**, '63 (chemistry), of Granville, Ohio, December 24, at 80. She also received a bachelor's of science and a master's degree in mathematics from the University of Oregon. She was a senior programmer analyst and ultimately the director of computer services at Denison University. After retiring in 2011, she spent many happy hours at the Licking County Community Center playing bridge and dominoes and visiting with friends. She enjoyed computers, computer games, reading comics (especially Mother Goose and Grimm), and watching Netflix. Survivors: her children, Andrei de Vore and Patricia Dow; and brother. **Arthur T. "Chip" McIntosh III**, '63 (history), of Portola Valley, Calif., March 27, at 81. Early in his career, his investment business involved buying distressed apartments around the country, improving and then selling them. He later got into the almond business, successfully sharing ownership of several orchards for decades. He worked to fuel global adventures like heli-skiing, fly-fishing, mountain biking, and golfing. He loved Portola Valley, reflected in his decades of service on its open space, finance, and planning commissions. He was predeceased by his stepdaughter Kelly, '85. Survivors: his wife, Kay; sons, Hawley and Monty; stepdaughter Candia; seven grandchildren; and two sisters.

**Judith Louise McClure Tyler**, '63 (biological sciences), of San Juan Capistrano, Calif., March 21, at 80. She earned a master's degree in clinical science and worked as a lab technician at UCLA and Stanford, taking pride in her skill at drawing blood from the tiniest babies. She later completed an MBA and a master's in marriage, family, and child counseling, which led to her career as a Christian marriage and family therapist. She was a talented gardener, a meticulous organizer, and a competitive ballroom dancer. Survivors: her husband of 22 years, Marlowe; stepdaughters, Tammy and Debbie; two grandchildren; and three siblings, including Susan Diekman, '65, MA '67.

**Joseph Henry Wally III**, '63 (English), of Shawnee Mission, Kan., April 23, at 80. He was a member of Theta Chi and served in the Army in Germany. After attending Harvard Business School, he joined his family company, Western Blueprint Co., and then became CEO of Opti-Copy. He sold several companies, including Title Boxing in Kansas City. Known for his humor, intelligence, and geniality, he had a great facility for languages and loved to travel. Survivors: his former wives, Liz (Stewart, '65) and Gail Jensen; children, Catherine LaBelle and Jody; three grandchildren; and two brothers.

**David Welford Williams Jr.**, '63 (political science), LL.M. '67, of Decorah, Iowa, February 12, at 80. He initially practiced entertainment law, representing numerous musicians, actors, and screenwriters before shifting his focus to business and real estate law. After moving to rural Preble Township, he was elected township supervisor and devoted himself to environmental work, advocating for and preparing local ordinances designed to reduce pollution and environmental damage from industrial and farming activities. He prevented the mining of silica sand used in oil and gas fractured drilling in several southeastern Minnesota and northeastern Iowa counties. Survivors: his partner, Sherry Berg; children, Kaj and Kyrsten; six grandchildren; and brother, Vaughn, JD '69.

**Daniel Riley McGreevy Jr.**, '64 (mathematics), of Valencia, Calif., February 26, at 80, of cardiopulmo-

nary issues. He participated in the marching band. With a master's degree in mathematics, he taught at Sierra Vista Jr. High and College of the Canyons, and he worked as an aerospace software engineer with Unisys/Lockheed Martin and Litton for more than 30 years. He was quick to laugh and always had a smile and good word for others. He was blessed to be part of a loving church community. He was predeceased by his wife, Jannette. Survivors include his sister, Kathleen, '66.

**William Charles Turner**, '64 (physics), of Santa Rosa, Calif., April 10, at 79. He had a 30-year research career at three Department of Energy laboratories, retiring in 2004. He was elected fellow of the American Physical Society and of the American Association for the Advancement of Science. An avid runner and cyclist, he was a longtime fan of aerobic exercise, culminating in 25 years as a fitness swimmer with the CALM masters swim team at UC Berkeley. He enjoyed playing the saxophone, photography, motorcycling, and skiing. Survivors: his life partner, Tania Selden; ex-wife, Ellen (Carlton, '66); sons, Luke and Ben; two granddaughters; and two siblings.

**John Vincent Erickson**, '66, MS '67 (electrical engineering), of Grand Haven, Mich., April 16, at 78, of cancer. He was a member of Phi Sigma Kappa. He worked as an engineer at Hewlett-Packard and MITRE Corporation before attending Harvard Law School. He was a founding partner of the Collette Erickson Farmer and O'Neill law firm, where he supported clients in the technology sector. He loved cheering on Stanford sports teams and spent much of his time later in life at the Presidio Golf & Concordia Club. He was predeceased by his wife, Nancee. Survivors: his sons, Nelson and Justin; two granddaughters; and sister.

**1970s**

**Mary Ann Allstetter Lairon**, '70 (anthropology), of San Jose, May 22, at 73, of brain cancer. After

earning a teaching certificate, a master's in counseling psychology and a doctorate in cognitive psychology, she worked as a teacher, a principal, an assistant superintendent, and an associate superintendent. In retirement, she continued to mentor educators, tutor students, and advocate for teachers and less fortunate, vulnerable students. She was renowned for her enchiladas and enjoyed a robust social life, golf, and gardening. She was predeceased by her husband, Daniel. Survivors: her children, Daniel and Darsie; and siblings, Susan Neufeldt, '63, MA '63, Frederick Allstetter, '67, MA '71, and William Allstetter, '78.

**Douglas John McCutcheon**, '70 (physics), of Encino, Calif., April 8, at 73. He served on a nuclear submarine and taught at Mare Island before earning an MBA at UC Berkeley. Despite this (and the fact his wife is also a Cal grad), the family remain loyal Cardinal football fans—currently raising the fourth generation at the Bloom tailgate in Chuck Taylor Grove. He was a finance executive at many Silicon Valley companies including Dasonics, Cadence, and Asyst. He had a lifelong love of the ocean, especially when enjoyed in Hawaii. Survivors: his wife, Christine; children, Megan, Lauren, and Bradford; and two grandchildren.

**Gail Anderson Needleman**, '70 (English), of Oakland, March 2, at 73, of cardiac arrest. She contributed to the *Stanford Daily* and participated in the Stanford Savoyards theater company. A nationally recognized expert on the roots and variants of American traditional song, from sea shanties to spirituals to cowboy campfire songs, she was described by colleagues as one of the country's best transcribers of folk songs. By listening to songs sometimes hundreds of times, she transcribed the words and music and helped to create the American Folk Song Collection website—the primary online English language folk song collection in the world. Survivors: her husband, Jacob; mother, Harlene Anderson; and two siblings.

**Patricia Susan Beck Parmely**, '70, of Carlsbad, Calif., April 1, at 72, of progressive supranuclear palsy. After Stanford, she worked part time as a dental hygienist while raising three daughters. She had a lifelong love of nature and enjoyed traveling to national parks, especially Yosemite. After raising her daughters, she taught second and fourth grades at Canyon View Elementary in the Poway Unified School District for many years. She loved playing bridge and attended religious services every Sunday at the Church of the Nativity in Rancho Santa Fe. Survivors: her husband, Mark, '68; daughters, Shane, Heather, and Anna; eight grandchildren; mother, Patricia Beck; and three siblings.

**Warren Paul McNaughton**, '73, MS '78 (mechanical engineering), of Durango, Colo., September 4, 2021, at 69. He was a world traveler, an outdoors enthusiast, and a long-distance cyclist. One of his proudest achievements was to finish the Paris-Brest-Paris Randonneurs, a grueling, timed 1,200-kilometer road race. He was a devoted student of Chen-style tai chi, a skilled and enthusiastic social dancer, and a founding director of the Grief Center of Southwest Colorado, which provides bereavement services to families who have sustained loss. He was predeceased by his wife, Tomi, Gr. '77. Survivors: his stepdaughter, Maureen Quintana; and brother.

**John Leo Manley Jr.**, '76 (history), of La Quinta, Calif., May 2, at 68. He was a member of Phi Delta Theta and went on to earn a law degree from Boston College. His long, distinguished career on Wall Street analyzing markets began at Smith Barney before he landed the role of chief equity strategist at Wells Fargo Funds Management Group (now Allspring Global Investments). He was a fixture on media outlets like CNBC, PBS, CNN, and Bloomberg TV. He was also an avid reader and history buff who possessed an encyclopedic knowledge of American and

## 'Phenomenal' Doctor and Mentor

As a 9-year-old, Ifeanyi Onyeji liked to wear his shirts tucked in and buttoned up to the neck. "He thought, 'This is how doctors dress,'" says his mother, Ijeoma Okonkwo Ajie. Growing up in Lagos, Nigeria, Onyeji admired local physicians and set his sights on becoming one of them.

Thirteen years later, he donned a white coat at Columbia University's medical school. A UC Davis urologic surgery resident passionate about mentorship and men's health, Ifeanyi Onyeji, '12, died on May 8 of hypertrophic cardiomyopathy. He was 31.

When Onyeji was 11, he and his brother moved to the United States to live with their aunt, who arose many mornings to find Onyeji still studying from the night before. By the time he graduated from Stanford, his strong academic record resulted in Onyeji being accepted to multiple medical schools. "The first time I spoke with Ifeanyi, I was trying to convince him to come to Columbia's medical school," says Hilda Hutcherson, '76, senior associate dean in the Office of Diversity and Multicultural Affairs at the Columbia Vagelos College of Physicians and Surgeons. "After he joined our community, I realized that what he offered to us was so much more than what we provided to him."

Beginning in his first year of medical school, Onyeji led the Young Doctors Initiative, where he coordinated with struggling public schools in New York City, organized science fairs, and visited classrooms to inspire students the way doctors in his hometown had inspired him. Onyeji also volunteered on panels and in mentorship programs to support high school and college students. His commitment to helping the next generation of doctors later earned him the Student National Medical Association Pipeline Mentoring Institute Grant.

Despite his full schedule, Onyeji's "whole persona was a bright smile," says Onika Noel, a fellow urology resident. Often, his laughter announced his presence, says Hutcherson. "I would be in my office with the door closed, and I would hear his laugh," she says. "And then I'd open the door and [see] the big, big smile on his face. Always."

With a dean's award from medical school and an additional year of research in andrology, Onyeji matched into the urology program at UC Davis, poised to join the 2.4 percent of urologists who are Black.

"I always thought that he was going to go off and do his residency and become this phenomenal physician and educator, and continue



to give back to young people from marginalized communities," says Hutcherson. His legacy of service will continue, through both a scholarship established by the UC Davis department of urologic surgery and the Ifeanyi Onyeji Medical Student Travel Award, from the non-profit organization Urology Unbound.

In addition to his mother, he is survived by his siblings, Chukwuka, Chinedu, Amarachi Ajie, and Chiugo Ajie.

—Kali Shiloh

COURTESY ONYEJI FAMILY

European history. Survivors: his sons, John "Jack" and Mark; and former spouse, Victoria.

### 1980s

**Stephen Emery Eastman**, '83 (economics), of Danvers, Mass., March 22, at 60, of pancreatic cancer. The son of a career diplomat, he grew up in France, Vietnam, Benin, Israel, and Morocco. He built his career in financial management, most recently as a managing director at MFS Investment Management in Boston. He was known for his kindness and generosity as well as his love for all things mechanical, forests, and cats. Outside of work, he loved spending time in Maine with his family and friends. Survivors: his wife of 11 years, Cristi Hollidge; father, Harland; and two siblings.

**Diane Araxia Frenster**, '87 (physics), of Galesburg, Ill., January 27, 2020, at 54. After earning a master's in physics, she taught physics and astronomy at Carl Sandburg College and worked as the science technician at Knox College. She loved music and performed with Carl Sandburg College and Knox College jazz combos, the Rootabaga Jammers, Galesburg Community Chorus, and Troubled Minds. She enjoyed building ingenious polyhedral models, ice skating, reading Victorian literature, and Greek food. Survivors: her husband of 28 years, Thomas Moses, '87; son, Mark; mother, Jeanette Frenster; and two siblings, including Linda Frenster Jackson, '91.

**Christopher Jess Munguia**, '89 (philosophy), of Daly City, Calif., January 19, at 54, of a stroke. At Stanford he contributed to Barrio Assistance and El Centro Chicano. After graduating, he lived in the Bay Area and worked with Matthews Asia for 10 years before becoming a full-time technical recruiter. He had a passion for documentaries and created and ran DocumentaryNews as his passion project. Survivors include his parents, Esther and David.

### 1990s

**Kiersten Jennifer "Kayj" Nash Andersen**, '94 (psychology), of Waxhaw, N.C., May 7, at 49. She ran track and cross-country. In addition to her Stanford degree, she earned four more: a master's in counseling and personnel services, a PhD in counseling psychology, a bachelor's in nursing, and a master's in nursing. She worked as a licensed psychologist and psychiatric nurse practitioner, and in her spare time enjoyed going for long walks, caring for the family's four pets, and watching sports. Survivors: her husband, Jeremy Andersen; children, Kailey Okine, Kai Okine, Keira Okine, and Brody Andersen; parents, Robert and Madelyn Nash; and sister.

### 2000s

**Alvaro Ponce**, '00 (political science), of St. Helena, Calif., November 22, 2021, at 43. He participated in the marching band. After Stanford, he received a law degree from UC Davis. He practiced law in Silicon Valley and most recently worked for Lighthouse Global in San Francisco. A lifelong photographer, he could often be seen on the sidelines during Stanford football games or with the Band. He loved ballet, in particular the San Francisco Ballet. Survivors: his parents, Maria and Jaime; and two siblings.

### BUSINESS

**Stephen Edgar Wingert**, MBA '66, of Dallas, March 26, at 78. He began his career at Texas Instruments as an engineer, then worked in real estate in the Dallas area, and later became a

consultant in industries like gold mining technology and oil and gas technology. He loved research and his family and had an eye for details in both business and fashion. He had a wonderful sense of humor and loved meeting new people. He would talk often and proudly about his Stanford experience. He was predeceased by his ex-wife, Paulette. Survivors: his sons, Brent and Troy; and two brothers.

**Francisco P. "Jun" Bernardo Jr.**, MBA '69, of Parañaque City, the Philippines, April 15, at 86. After finishing his MBA, he returned to the Philippines and helped found the Asian Institute of Management, one of the most prominent business schools in Asia. He served as dean there from 1990 to 1995 and taught for more than 50 years, retiring as a professor emeritus. A mechanical engineer by training, he was known as an exacting professor who expected to draw deep insights and impart enduring lessons to his students. Survivors: his wife, Luz; children, Melody, Jay, and Chris; and grandson.

**Hugh Kennedy Tirrell**, MBA '70, of Scottsdale, Ariz., January 23, at 77, of kidney and heart disease. He created Visucom Productions to write, direct, produce, and distribute over 50 educational and training films, some of which won national and international awards. He was the executive producer of the claymation feature film *The Adventures of Mark Twain*. He envisioned the *I Am America* series of books for children as his legacy and completed four titles (Arizona, California, Florida, and Colorado) before he died. Survivors: his sisters, Susen Fagrelus and Priscilla Bisher; two nieces; and two nephews.

### EARTH, ENERGY AND ENVIRONMENTAL SCIENCES

**Edward Sharar Montgomery**, MS '63 (geology), of Tucson, Ariz., February 8, at 88, of pancreatic cancer. He served as a first lieutenant in the Army during the Korean War. After Stanford, he spent two years in the Peruvian desert mapping and drilling phosphate deposits for Nicol Industrial Materials. At the Duval company in Tucson, he led the exploration of numerous mineral deposits worldwide. When Pennzoil Sulphur Company was formed in 1985, he moved to Houston to manage its exploration program. He was a legendary storyteller and a passionate woodworker. Survivors: his wife of 35 years, Shari; sons, John and Edward; stepchildren, Kim and Terry Hoover; seven grandchildren; great-grandchild; and two siblings.

### EDUCATION

**Florence Margaret O'Malley**, MA '63, of San Francisco, April 18, at 82, of cancer. She completed her postgraduate work at the University of San Francisco and spent her career as a teacher, counselor, and dean in the San Francisco Unified School District. She devoted countless hours to mentoring students and working to secure scholarships for them. She remained active in education long after her retirement by offering her expertise to numerous scholarship funds. She was a proud Irish Catholic who always put her family and friends first. Survivors include her cousins and countless friends.

**Charles Hamilton Andrews III**, MA '64, of Easton, Md., May 24, at 81. He survived polio in childhood. He began teaching English at Thousand Oaks High School in 1964, and worked as a journalist during the summer for the first 16 years of his career. He was voted teacher of the year and counselor of the year numerous times, and was inducted into the Ventura County Educators' Hall

of Fame in 2012. In retirement, he became a Ventura County master gardener and was an active member of St. Columba's Episcopal Church. Survivors: his wife of 54 years, Susan; sons, Charlie and Robbie; and three grandchildren.

**Herman C. Dustman Jr.**, MA '67, of San Diego, December 8, 2020, at 76, of Parkinson's disease and dementia. After Stanford, he became the associate dean of students and residence director at New York University before returning to school for a master's in history. He crisscrossed the country as a sales manager and product trainer for Bang and Olufsen of America, then returned to California as the general manager of an off-campus dormitory near San Diego State University. He was a marathon runner, and he and his wife were theater lovers and active in the La Jolla Presbyterian Church. Survivors: his wife of 38 years, Goldie Sinegal; stepmother, Betty; brother; and two stepsisters.

### ENGINEERING

**Wilfred Henry Comtois**, Engr. '56 (mechanical engineering), of Warrington, Pa., April 12, at 94. He served in the Army during World War II. He spent his career as a mechanical engineer working for Air Preheater in Wellsville, N.Y.; Combustion Engineering in Windsor, Conn.; and the Westinghouse Electric Corporation in Pittsburgh, Pa. He was devoted to his family and his faith. He was predeceased by his daughter Carol. Survivors: his wife of nearly 69 years, Marie; children, Barbara, Kathryn, Anthony, Mark, John, Jean, Paul, Mary, and Michael; 17 grandchildren; and two great-grandchildren.

**Gordon Bark-Jun Mah**, MS '58, Engr. '64 (civil engineering), of Sunnyvale, Calif., September 25, 2021, at 87. He worked in the aerospace industry after graduation and contributed to the Apollo space program at North American Rockwell. At Northrop Grumman Corporation, he worked on the B-2 stealth bomber. He was an inventor with a passion for solving global issues and he held three patents: a transportation, sanitation and therapy system for handicapped people; a portable photovoltaic assembly; and a high-security moving mass lock system. Survivors: his wife, Yu-Chen; children, Grace, Leland, Sophia, '86, Victoria, and Annie; and eight grandchildren.

**Denver Laverne Mills**, MS '65 (civil engineering), of Salado, Texas, May 7, at 91. He was the eighth of nine children and the first in his family to graduate high school. He worked with the U.S. Army Corps of Engineers for nearly 30 years, retiring in 1986 with the Meritorious Civilian Service Medal. He enjoyed secondary careers in real estate, engineering, and homebuilding, and he established the Denver L. Mills Construction Engineering, Co. in 2005. He was president of the Pace Park board of trustees for 25 years. His was a life characterized by a love of God, gratitude, and willingness to work hard. Survivors: his wife of 71 years, Jackie; daughters, Nancy Mills Mackey and Susan Humiston; seven grandchildren; and 11 great-grandchildren.

**Ronnie Reginald Radford**, MS '65 (aeronautics and astronautics), of St. Augustine, Fla., January 23, 2021, at 81. He served his country for 24 years as an engineer and program manager supporting crucial Air Force defense initiatives, including the NASA Gemini space program, the F-16 fighter jet, the Advanced Cruise Missile, and the B-1 bomber. He rose to the rank of full colonel, and in the last two years of his career took on general officer roles leading thousands of personnel. He had a legendary work ethic, was an

involved father, and enjoyed listening to Johnny Cash. Survivors: his wife, Nancy; children, Gina Mangus, Joel, and Laura; eight grandchildren; three great-grandchildren; and brother.

**Joseph Conklin Mixsell Jr.**, MS '69 (electrical engineering), of Anchorage, Alaska, March 29, at 76. He earned a PhD from Lehigh University and joined the faculty as an assistant professor in electrical engineering. He went on to a successful career as an executive at Hewlett Packard and Celestica, where he led the development and manufacturing of HP's next-generation RISC computers. He concluded his career as a professor of electrical engineering at the University of Alaska Anchorage. Above all, he loved being a teacher and mentor. He enjoyed cooking, hunting, and sudoku, and he had a great fondness for plaid shirts. Survivors: his wife of 29 years, LuAnn (Piccard, '82, MS '85); and daughter, Sarah.

**Robert Stephen Palmer**, PhD '74 (civil engineering), of Ormond Beach, Fla., July 12, 2021, at 98. He was a member of Sigma Xi. He was a professional engineer and natural resources analyst, and an advocate for government economic accountability and ecological imperatives. At Stanford, he was a National Science Foundation faculty fellow in interdisciplinary studies that included hydrology, political science, and economics. He was a consultant for the 94th U.S. joint congressional hearings on "Will the Family Farm Survive in America?" He was predeceased by his wife of 70 years, Frances, and son Mark. Survivors: his children, Carol Palmer-Brilliant, Franette Roschuni, and Robert; 11 grandchildren; and 12 great-grandchildren.

#### HUMANITIES AND SCIENCES

**Darrel James Guzy**, MS '58 (statistics), of Menlo Park, April 11, at 86. He was among the earliest computer technologists and angel investors in Silicon Valley. Sponsored by the NSA, he was selected as one of six mathematicians in the country to advance computer technology in order to surpass Soviet technology after Sputnik was launched. He developed the first computer with semiconductor memory and authored patents with mathematical applications, including the first microfilm printer. He loved golf, his Saturday morning men's Bible study at Menlo Church, Stanford football games, and his grandchildren. Survivors: his wife, Marcia; six children, including Pamela Rae, '81; 15 grandchildren, including Wyatt Bunce, '14; and two sisters.

**Norbert Sherman Artzt**, MA '60 (English), of Asheville, N.C., May 1, at 85, of a heart attack. He began his career teaching English and humanities at Wofford College in Spartanburg, S.C., and then taught at Miami-Dade Community College, where he twice served as the chairman of the English department and enjoyed a distinguished tenure for more than 30 years. He was a fine writer who contributed to professional journals, campus magazines, and professional gardening newsletters. He enjoyed cooking and playing piano, and he loved animals, including his many and varied pets. Survivors: his partner, John Denton; sons, Eric, Benjamin, and Joel; nine grandchildren; two great-grandchildren; and sister.

**Glenn Ray Nance**, MA '70 (history), of San Francisco, March 27, at 87. He was an engineer in the Army, stationed in South Korea. He taught in the San Francisco Unified School District and joined the faculty of City College of San Francisco in 1969, retiring in 2010. At City College, he was the first African American chair of the African American studies department and served two terms as

president of the academic senate. A lover of the arts, he was a set designer with the West Coast Black Repertoire Theater. He was predeceased by his son Glenn and grandson Chris. Survivors: his children, Craig, Carlton, Anyika, and Mariama; three grandchildren; and great-granddaughter.

**M. Stephen Weatherford**, MA '73, PhD '76 (political science), of Santa Barbara, Calif., January 10, at 75, of a heart attack. He was a scholar of American politics, a political economist, a political historian, and a student of democratic deliberation and education policy. He chaired UC Santa Barbara's political science department for seven years and was an associate dean in the social science division for five years. As a political historian, he examined presidential management of the economy, publishing studies on the economic policies of every presidential administration from Dwight Eisenhower to Barack Obama. Survivors: his wife, Lorraine (McDonnell, MA '70, PhD '75); and son, Jonathan.

**Diane Michelle Nelson**, MA '92, PhD '96 (anthropology), of Carrboro, N.C., April 28, at 58, of pancreatic cancer. A professor of cultural anthropology at Duke University, she spent her life advocating for the rights of those less fortunate and the disenfranchised. She began her fieldwork in Guatemala in 1985 exploring the impact of civil war on highland indigenous communities. Her later research led to the publication of three books and scores of articles that chronicled Guatemala's 36-year civil war and its aftermath. A member of the Duke faculty for 21 years, she was named Professor of the Year multiple times, loved by her students, and respected by fellow scholars. Survivors: her husband, Mark Driscoll; parents; and three siblings.

#### LAW

**Philip Warren Aaron**, JD '59, of Sebastopol, Calif., March 4, at 91, after a stroke. He was a naval officer on the USS *Fort Marion*, serving in Korea and reaching the rank of lieutenant. After Stanford, he began a business and real estate law practice in Redwood City that still bears his name. He was a longtime board member of the Sebastopol Senior Center and played an instrumental role in the financing and construction of its current building. He loved tending his apple orchard and restoring antique classic cars. He was predeceased by his wife of nearly 60 years, Carolyn. Survivors: his children, Steven and Lisa; three grandchildren; two great-grandchildren; and brother.

#### MEDICINE

**Marjorie Gloria Harman**, MA '59 (hearing and speech sciences), of Oakland, January 21, at 86. She spent most of her career working in public schools, notably the Oakland Unified School District and the San Francisco Unified School District. Survivors include her sister-in-law, and six nieces and nephews.

**Robert Terrence "Terry" Wertz**, MA '64, PhD '67 (hearing and speech sciences), of Knoxville, Tenn., December 2, 2021, at 86. He was an Army veteran and a member of the Episcopal Church of the Ascension. He worked as a speech pathologist at the University of Colorado and served at Veterans Affairs Medical Centers in Madison, Wis.; Davis, Calif.; Martinez, Calif.; and Nashville, Tenn. He was also employed by Vanderbilt University. He was a member of the American Speech-Language-Hearing Association and was an avid supporter of the arts. Survivors: his wife, Donna; daughter Beth Howe, '89, MA '90, MA '90; and three grandchildren.

**Do you know of a Stanford alum who has recently passed away?**

Please let us know.  
Simply fill out our online form:  
<https://stanfordmag.org/obituary>

## Stanford Alumni Association BOARD OF DIRECTORS

**Chair:** James Ambrose, '92, Brooklyn, N.Y.

**Vice Chair:** Jennifer Chou, '00, MA '01, JD '05, Los Angeles

**Vice President for Alumni Affairs and President, Stanford Alumni Association:** Howard Wolf, '80, Stanford

**Antonio Aguilar**, '18, San Francisco

**Yvette Bowser**, '87, Los Angeles

**Maya Burns**, '12, MA '13, Los Angeles

**Hans Carstensen**, '70, MBA '74, Shelburne, Vt.

**Preston DuFauchard**, '78, Oakland

**Irenea Erteza**, MS '87, PhD '93, Albuquerque, N.M.

**Sako Fisher**, '82, San Francisco

**Ivan Fong**, JD '87, Minneapolis

**Patricia Gumpert**, MA '82, MA '86, PhD '87, Stanford

**William Hagenah**, '66, Kenilworth, Ill.

**Jamie Halper**, '81, Pacific Palisades, Calif.

**Maribel Hernandez-Davis**, MD '85, Penn Valley, Pa.

**David Hornik**, '90, Palo Alto

**Bacardi Jackson**, '92, Miramar, Fla.

**Theresa Johnson**, '06, MS '10, PhD '15, San Francisco

**Greg Justice**, '11, Redondo Beach, Calif.

**Tonia Karr**, '92, San Francisco

**Ecy King**, '23, Stanford

**Danielle Limcaoco**, '19, San Francisco

**Leslie Luqueno**, PhD candidate, Stanford

**Jason Okonofua**, PhD '15, Berkeley, Calif.

**Eddie Poplawski**, '81, MBA '87, Bellevue, Wash.

**Amanda Renteria**, '96, Piedmont, Calif.

**Gabrielle Sagalov**, MBA '17, San Francisco

**Andrei Stamatian**, '00, Bucharest, Romania

**Jonathan Steuer**, MA '92, PhD '95, New York

**Lolita Sy**, '83, Makati City, Philippines

**Marc Tessier-Lavigne**, Stanford

**Fernando Trevino**, '92, San Antonio

**Matthew Tsang**, '01, Minneapolis

**Marilyn van Löben Sels**, '66, Clarksburg, Calif.

**Shankar Vedantam**, MA '93, Washington, D.C.

## REAL ESTATE

**NAPLES, FLORIDA.** Homes and condos for sale. <https://www.luxuryofnaples.com>, <https://www.realtyofnaples.com>

**MAUI REAL ESTATE.** Lisa Oyama, '80, 808-283-7426, RB, ABR, RSPS. Mark Harbison, '79, 808-283-3785, RB, CIPS, GRI. Coldwell Banker Island Properties, Shops at Wailea. [info@realestatemauihawaii.com](mailto:info@realestatemauihawaii.com). [www.RealEstateMauiHawaii.com](http://www.RealEstateMauiHawaii.com).

## HONOLULU, HAWAII

Work remotely in the healthy outdoors and enjoy our melting pot of cultures.

**THE CHOI GROUP** **Cedric Choi** JD, R '70, RB-22512 **808.285.2486**  
[CedricChoi@HawaiiLife.com](mailto:CedricChoi@HawaiiLife.com) | [Choi.HawaiiLife.com](http://Choi.HawaiiLife.com)

**PARIS (SQUARE HECTOR BERLIOZ-9TH ARR.)** Beautiful 3BR/2BTH, full-floor condo, elevator. [www.parisflat4u.com](http://www.parisflat4u.com) (415) 922-8888. Minimum 1 year.

**PARIS: MARAIS/BASTILLE.** Enchanting 1 BR apartment on historic pedestrian passage, gated. Parisian decor. 3rd & top floor, full kitchen. Sunny and quiet. Sleeps 2-3. Photos: [www.charmingparisapt.com](http://www.charmingparisapt.com).

## BUSINESS OPPORTUNITY



### Fortune Tea

Award winner, patented trade marked, prototyped Investor needed to market [vancehanna@hotmail.com](mailto:vancehanna@hotmail.com)

**THE RIGHT TIME is seeking** "Eligible Single Ivy men" 30's to 80's who would enjoy being matched with our wonderful female clients. **"IT IS THE QUALITY AND THE CALIBER OF THE INTRODUCTIONS THAT SETS US APART FROM OTHERS IN THIS INDUSTRY."** Success rate extremely high, all-confidential. You may also request to be considered as a **VIP Client**. Submit Bio & photo to [sandy@therighttimeconsultants.com](mailto:sandy@therighttimeconsultants.com) or call 212-627-0121. <http://www.therighttimeconsultants.com>

**SINGLE? SEARCHING FOR LOVE IN SILICON VALLEY? FATIGUED FROM THE DATING APPS? VALUE YOUR TIME AND PRIVACY?** Linx Dating is looking for single, educated men to meet our incredibly bright and dynamic female members. There are **NO FEES** for qualifying candidates. We are a private, highly reputable, offline matchmaking firm which has been featured on CNBC, CNN, in Vanity Fair, etc. Linx has been the matchmaker of choice for countless Stanford alums and has been in business for 20+ years. What are you waiting for? **NO FEES!** Visit [www.LinxDating.com](http://www.LinxDating.com) and email [amy@linxdating.com](mailto:amy@linxdating.com)

## TRAVEL SERVICES

**EXPERT-LED** cultural tours: archaeology/food/walking in Britain, Croatia, Greece, Ireland, Italy and Turkey. Gulet cruises and charters. [www.petersommer.com](http://www.petersommer.com)

## VACATION

### COLORADO

**ESTES PARK,** Colorado. 3/3½/2 near RMNP, YMCA of the Rockies. [Nimbusvacationhome.com](http://Nimbusvacationhome.com)

### FRANCE

**PARIS 2 BR 2 BATH** Room with Terrasse IleSaint Louis best area Central Paris. Photos available. [alstonville.paris@gmail.com](mailto:alstonville.paris@gmail.com), (415) 592-8006, (415) 743-0390 SMS, 011 33 140 51 77 31

## EDUCATION

**SAT/ACT & ISEE TUTOR:** Robert Kohen, Ph.D., Harvard and Columbia grad, provides individualized tutoring for the SAT/ACT and ISEE. 212-658-0834; [robertkohen@koheneducationalservices.com](mailto:robertkohen@koheneducationalservices.com); [www.koheneducationalservices.com](http://www.koheneducationalservices.com)

## PERSONALS

**BOOK LOVERS** dating. Find a match that loves books. [www.booklovers.dating](http://www.booklovers.dating)

**DATE SMART!** Join the introduction network for single graduates, faculty and students of Stanford, The Ivies, MIT and other excellent schools. [www.rightstuffdating.com](http://www.rightstuffdating.com)

**SEEKING WEST** Coast Single men over 65 for our beautiful, intellectual, and kind client. **NO FEES.** Email [shannon@shannonscircle.com](mailto:shannon@shannonscircle.com) or call (415) 340-2830

## QUESTIONS ABOUT CLASSIFIED ADS?

Contact Valerie Pippin at 650-723-0460 or [vpippin@stanford.edu](mailto:vpippin@stanford.edu)

Calling all

Stanford Authors

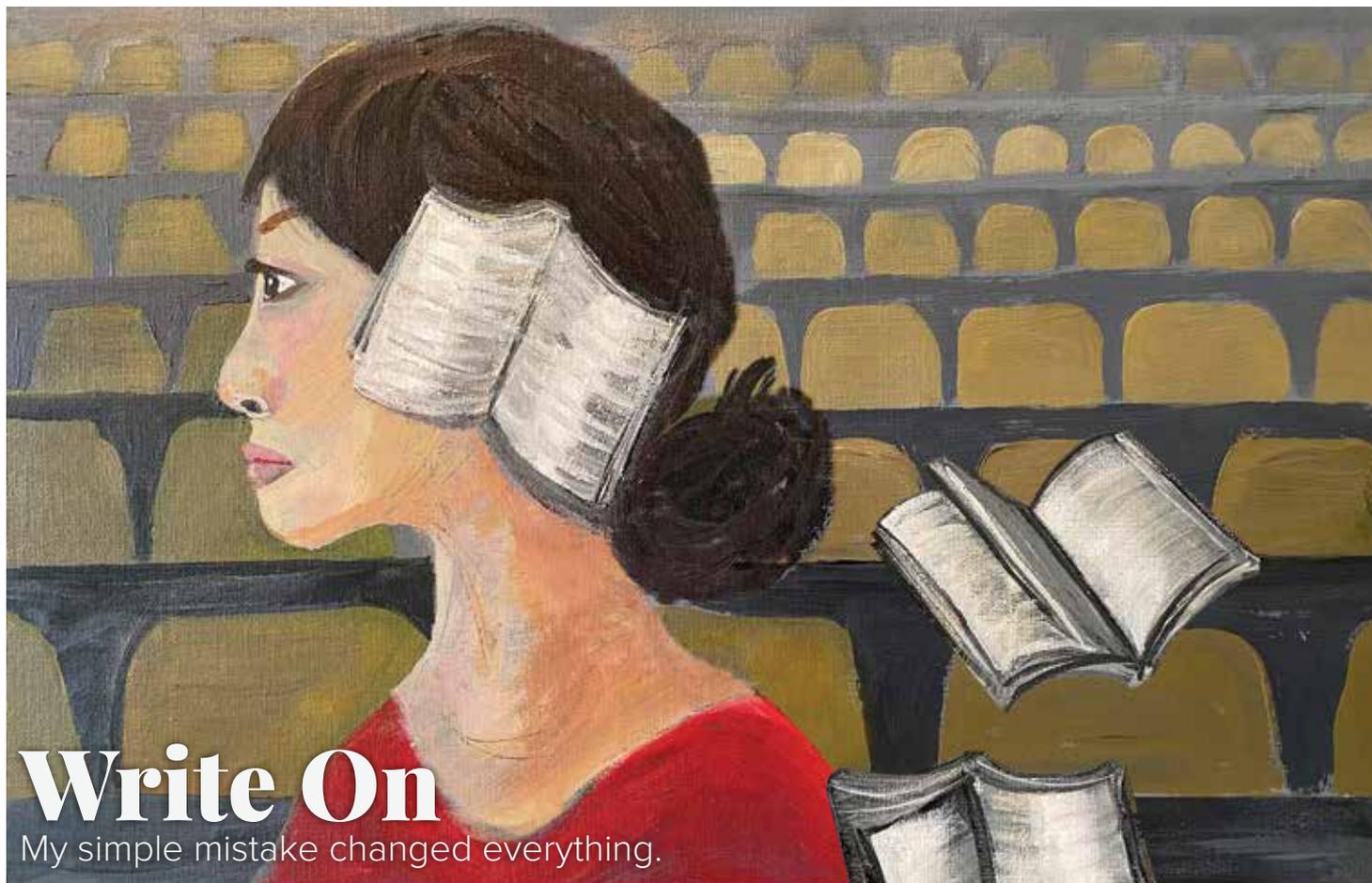
## Missed the deadline for our Summer Reading List?

Then advertise your book in the **Holiday Reading List**. The deadline is **October 3**.

Promote your book in Stanford magazine and reach over 200,000 Stanford alumni, faculty and staff in this special advertising section.



For pricing and information, please contact **Valerie Pippin at 650-723-0460 or [vpippin@stanford.edu](mailto:vpippin@stanford.edu)**.



# Write On

My simple mistake changed everything.

**AS A CLUELESS SOPHOMORE**, I waltzed into my first creative writing course by accident, thinking it was a literature class on how to read short stories, not how to write them.

The number of students in the room baffled me. I'd never seen a humanities class so crowded. Every seat around the table was taken, so I joined the folks standing with their backs pressed to the walls, who quickly informed me that the roster was full, and so was the waitlist. What, I wondered, was going on?

When the instructor walked in and introduced the course, I realized my mistake. The course wouldn't count toward my major, comp lit. Since I was already there, however, I decided to see what all the hype was about. I can no longer recall how the class unfolded that day, but what I do remember is my inexplicable conviction that I had to be a part of it. Perhaps, as a lifelong reader, I yearned to understand how stories worked their magic; perhaps the buzzing energy in the room had gone to my head.

But taking the class would be impossible:

I wasn't even on the waitlist. That's when the instructor asked for a volunteer to submit the first workshop story.

Silence blanketed the room. No one risked eye contact. Whoever volunteered would have to write a whole story in a week. Perhaps they, like me, had never written one before.

Seizing my chance, I raised my hand and asked the instructor, "If I go first, will you give me a spot in the class?" He said he would.

I'd gained admission to Stanford by setting goals and working to meet them with singular focus. And yet there I was, diving into a class that wouldn't count toward my major, simply because it had piqued my interest.

Years later, I'd completed an MFA in creative writing and was working on a novel manuscript when a literary agent I met at a conference asked to read the first 40 or 50 pages—whatever I felt comfortable showing her. But I wasn't comfortable showing her anything; the manuscript was far from done.

All through grad school, I'd heard over and over: Don't query agents until you have

a complete, fully revised draft. At the

same time, I knew the beginning of my manuscript was compelling. I also knew the agent might not remember me after a year.

So, once again, instead of keeping my head down and avoiding eye contact, I did the opposite. I sent her the first three chapters, hoping she'd be intrigued enough to wait for the whole thing. A month later, she signed me on the strength of those chapters alone. She has since seen me through the publication of three novels.

Doggedness, focus, grit—the traits that I credit for getting me into Stanford no doubt helped me become the novelist I am today. And yet if I'd trained my gaze solely on the path ahead, I would have missed so many happy accidents, so many beautiful opportunities to look up, raise my hand, say yes. ■

KIRSTIN CHEN, '03, is a writer whose most recent novel, *Counterfeit*, was published in June. Email her at [stanford.magazine@stanford.edu](mailto:stanford.magazine@stanford.edu).

# Remember Stanford down the road



**“My Stanford experience changed my life. Now I want to invest in the institution that invested in me.”**

---

Pastor Darrell Armstrong, '91, named The Stanford Fund as the beneficiary of one of his life insurance policies.

## Plan a gift for the future

Since 1891, Stanford has opened doors for generations of students.

You can help continue to pave the way for others by remembering the university in your estate plans.

If you are considering a bequest to Stanford, our team can work with you to ensure your wishes are honored and your gifts serve the university far into the future.

And if you've already made a bequest, please tell us so we can thank and recognize you as a member of the Founding Grant Society.

---

To learn more, please contact the Office of Planned Giving  
(800) 227-8977, ext. 54358

[planned.giving@stanford.edu](mailto:planned.giving@stanford.edu)  
**[plannedgiving.stanford.edu](https://plannedgiving.stanford.edu)**

A unique opportunity to invest alongside your classmates.



Often when you think of venture capital investing, you think of endowments and pension funds investing in hard-to-access opportunities. Alumni Ventures is disrupting the venture capital industry by offering a path for accredited investors to own an actively managed, diversified venture portfolio that invests alongside well-known VC firms. This asset class has outperformed the S&P over many periods.<sup>1</sup> With Spike Ventures, the idea is simple—by investing together with other Stanford alumni, we all can do better.



Spike Ventures is the **Alumni Ventures** VC fund for Stanford alumni and friends of the community. We are now actively raising Fund 6.

**\$1B+**  
capital raised

**8,000+**  
investors



MOST INNOVATIVE  
COMPANIES  
2022  
FAST COMPANY



[spike-ventures.com/alumni](https://spike-ventures.com/alumni)

 **Alumni Ventures**

<sup>1</sup> Cambridge Associates, Venture Capital Benchmarks, March 31, 2019.

Important Disclosure: The Manager of Spike Ventures is Alumni Ventures Group, LLC (AV), a venture capital firm. AV and the fund are not sponsored by, affiliated with, or otherwise endorsed by the Stanford University. AV's funds are very long-term investments that involve substantial risk of loss, including loss of all capital invested. For informational purposes only; offers of securities are made only to accredited investors pursuant to a fund's offering documents, which describe the risks, fees and other information that should be considered before investing. Examples of prior portfolio company investments are provided for illustrative purposes only; there is no guarantee that the fund will invest in or achieve the same exposure to, or quality of, companies held by any existing fund. The lead venture capital firms listed are provided for illustrative purposes only; there is no guarantee that any fund will invest alongside of any other venture capital firm. Contact Investor Relations at [Investor.Relations@SpikeVentures.com](mailto:Investor.Relations@SpikeVentures.com) for additional information. \*For illustration purposes only. These deals are not intended to suggest any level of investment returns; not necessarily indicative of deals invested by any one fund or investor. Many returns in investments result in the loss of capital invested. These deals are not available to future fund investors except potentially in certain follow-on investment options. AV offers smart, simple venture investing to accredited investors. Specifically, AV provides a path for individuals to own an actively managed diversified venture portfolio with a single investment co-investing alongside experienced VC firms. Traditionally, with limited investment capital and contacts, individual investors have had limited access to desirable deals alongside experienced VC firms, and even if they could access one or more such deals, it would take an inordinate amount of time, money and negotiation to build a diversified portfolio. With AV Funds, investors can choose from a number of funds to make a single investment to gain exposure to a diversified portfolio of investments selected by an experienced manager. AV Funds' simple fee mechanism permits investors to avoid constant capital calls throughout the life of the fund as found in other private investment vehicles. All private placements of securities and other broker dealer activities are currently offered through a partnership with Independent Brokerage Solutions LLC MEMBER: FINRA / SIPC ("IndieBrokers"), which is located at 485 Madison Avenue 15th Floor New York, NY 10022. (212) 751-4424. AV and its affiliates are independent and unaffiliated with IndieBrokers. Any securities transactions or related activities offered by AV associated persons are conducted in their capacities as registered representatives of IndieBrokers. To check the background of IndieBrokers and its representatives, visit FINRA's BrokerCheck (<https://brokercheck.finra.org>) where you can also find our Form CRS ([https://files.brokercheck.finra.org/crs\\_153563.pdf](https://files.brokercheck.finra.org/crs_153563.pdf)).