



MISSION STATEMENT

Defining the University's Mission

Many voices and more than 150 years of history meet in one memorably brief phrase.

By Kathleen McGarvey

"MELIORA" HAS BEEN THE UNIVERSITY'S motto for generations of students, alumni, and faculty members.

Now it's complemented by a newly developed mission statement: "Learn, Discover, Heal, Create—And Make the World Ever Better."

The 10-word statement was introduced to the campus community and trustees just

▲ **SUCCINCT STATEMENT:** The University printed special T-shirts—worn here by Lizzy Sieverding '12 (left), a brain and cognitive sciences major from Chappaqua, N.Y., and Olivia Cohn '12, an English major from Natick, Mass.—to celebrate the introduction of the new mission statement. Similar shirts are available from the University bookstore.

before commencement, to the rousing approval of both groups.

"A mission statement is not a statement about the future, but rather about what is enduring," says Provost Ralph Kuncel, who with Associate Provost Kathleen Moore oversaw the statement's development.

"It encapsulates and articulates the purposes, characteristics, and values of an institution, the core purposes and the actions that derive from them. It should explain what drives us, and what it is we are trying to create."


Kuncel notes that the best mission statements are both compelling enough to motivate those within the institution toward a unified purpose and short enough to be memorable.

Remarkably, the 16-month process—beginning with President Joel Seligman's

charge to Kuncel to develop a University-wide statement "that will identify our core values" and involving four focus groups with 46 members from across the University, plus a 14-member "creative panel" of original drafters, and many other constituencies—led to a statement only 10 words long.

"These 10 words allow the reader to project their goals and themselves within the context of an idea that is distinct to the University of Rochester, the action of Meliora," says Scott Strenger '12, president of the Students' Association for the 2010–11 year.

Kuncel expects the statement to be used in academic documents, including funding proposals and accreditation documents, and also as a complement to "Meliora" in other University publications.

"I think it will help us better tell our story for years and perhaps generations to come," he says. "There is probably no more authentic and succinct a university mission statement out there." 

HUMANITIES SCHOLARSHIP

Building a Platform

Visual and cultural studies scholar Joan Saab is helping to develop a new model for humanities research.

By Kathleen McGarvey

FROM COMPUTER TABLETS TO SMART phones, digitization has transformed much about contemporary life—but scholarly publishing in the humanities has changed little. Books between covers remain a critical currency for tenure and promotion. But through her own new book project, *Searching for Siqueiros*, Joan Saab, an associate professor of art and art history and of visual and cultural studies, is contributing to what may be a fundamental change in how humanities scholarship is carried out.

We're "working on ways to connect scholarship and visual culture," Saab says, with

The alliance has brought together scholars, technologists, and staff at humanities centers and professional associations to talk about the changing field of visual culture. Their conversations "address the crisis in publishing," Saab says—the traditional model of scholarly book publishing has become increasingly difficult for presses to sustain economically—"but also aim particularly to help those people working with film to take advantage of the possibility and the affordances of new media in their work."

At the time Saab first became involved with the alliance, she was working on a project about a modernist network of visual artists. One of the figures she was study-

ing new technologies—spray paint and air compressors—to make something that would be quick" when compared to the laborious process of traditional mural painting, Saab says.

The controversial image was soon whitewashed over by the beer-garden owner who had commissioned it, only to re-emerge in the 1960s as Chicano muralists worked to restore the mural—a nearly impossible task because of Siqueiros's new-media techniques—and began to reference the image in their own works, a process Saab calls "visual citation."

Today the Getty Conservation Institute is collaborating with El Pueblo de Los Angeles Historical Monument, a department of the City of Los Angeles, to conserve the mural. They're using digital technology in the restoration, building a viewing platform and projecting what the mural would look like onto the wall—a restoration that has become the core of Saab's research.

"What had been a chapter in a book became a sort of stand-alone project for me. But I still conceived of it as a traditional book," she says.

The project proved thorny. "I was having a difficult time trying to tell the story," Saab says. "There were too many directions" the book could go, "and I was interested in new media."

Soon she realized that the writing she was trying to do was a perfect candidate for the digital platform—called Scalar—that technologists and scholars affiliated with the alliance were building at the University of Southern California. The platform works especially well for scholars who want to include media clips and other images with their writing, and whose projects do not lend themselves to the linear quality of a book narrative.

The platform freed Saab to present her scholarship in multiple narrative pathways—and she realized that there were strong parallels between Siqueiros's experiences with new media and scholars' own.



"new platforms for scholarly publishing in the humanities." For the past several years, she's been a grant principal investigator for the Alliance for Networking Visual Culture, a group created with support from the Andrew W. Mellon Foundation that aims to enhance scholarly understanding of visual practices in digital culture, and to create scholarly context for use of digital media.

▲ **DIGITAL DOMAINS:** Focusing on the work of muralist David Alfaro Siqueiros (right, in a 1965 photo with his "March of Humanity" mural), Joan Saab (above) hopes to enhance how scholars use multimedia in their work.

ing was Mexican muralist David Alfaro Siqueiros. As she traveled to Los Angeles taking part in the alliance's work, her interest in Siqueiros deepened—especially her curiosity about his 1932 mural "América Tropical."

Painted on an external wall of the Italian Hall on Olvera Street, the 18-by-82 foot mural showed a crucified peasant—and Siqueiros's method was as revolutionary artistically as his subject was politically.

"Siqueiros was friends with Sergei Eisenstein, the Russian filmmaker, and he was very interested in making a cinemagraphic mural, something that moved, and in tak-





"It allows me to tell all these different stories, and to go back and forth in time," she says of the digital platform. Her book proceeds along three different paths, each with its own subpaths. For readers interested in learning about Siqueiros's inspirations and influence—one major line of argument—they can follow narrative lines that take them to Italian Renaissance art, or Chicano artists in the 20th century, or the history of Russian film. And for those interested in a "behind the scenes" conversation with Saab about her own experiences in writing the book, there's a different narrative line that considers broad questions of history and ownership in the digital age.

"It's fun, and kind of nerve wracking," says Saab. "It's a different type of writing, and it's a different type of thinking."

Thomas DiPiero, senior associate dean of the humanities and a professor of French and visual and cultural studies, says that traditional books are "time- and narrative-based. What you get in a 'born-digital' work that's multimedia work is that you break that linearity."

He draws a comparison between watching a movie, in which the story unfolds in the way the film passes through a projector, and looking at a painting. "Your eyes can pass over the painting in whatever order you like, and you can look at any individual part of the painting for as much or as little time as you choose." A born-digital book, he says, "exists in time in a different way" than a traditional book does, "and once you break that linearity, you open up all kinds of possibilities."

Critical to the development of multimedia scholarly writing, Saab says, is the foundational input of scholars themselves.


"One of the things we realized was all of this had to come from the scholars," she says. "It couldn't come from the foundations or the technologists, because often what happens is people create a widget or a publishing platform, and they say, 'Here. This is going to transform scholarship,' and you give it to the scholars, and they have no idea what to do with it."

Three university presses—Duke, MIT, and University of California—have agreed

to publish the projects being produced through Scalar as part of the grant. The first, Alexandra Juhasz's *Learning from YouTube*, was released by MIT Press last year.

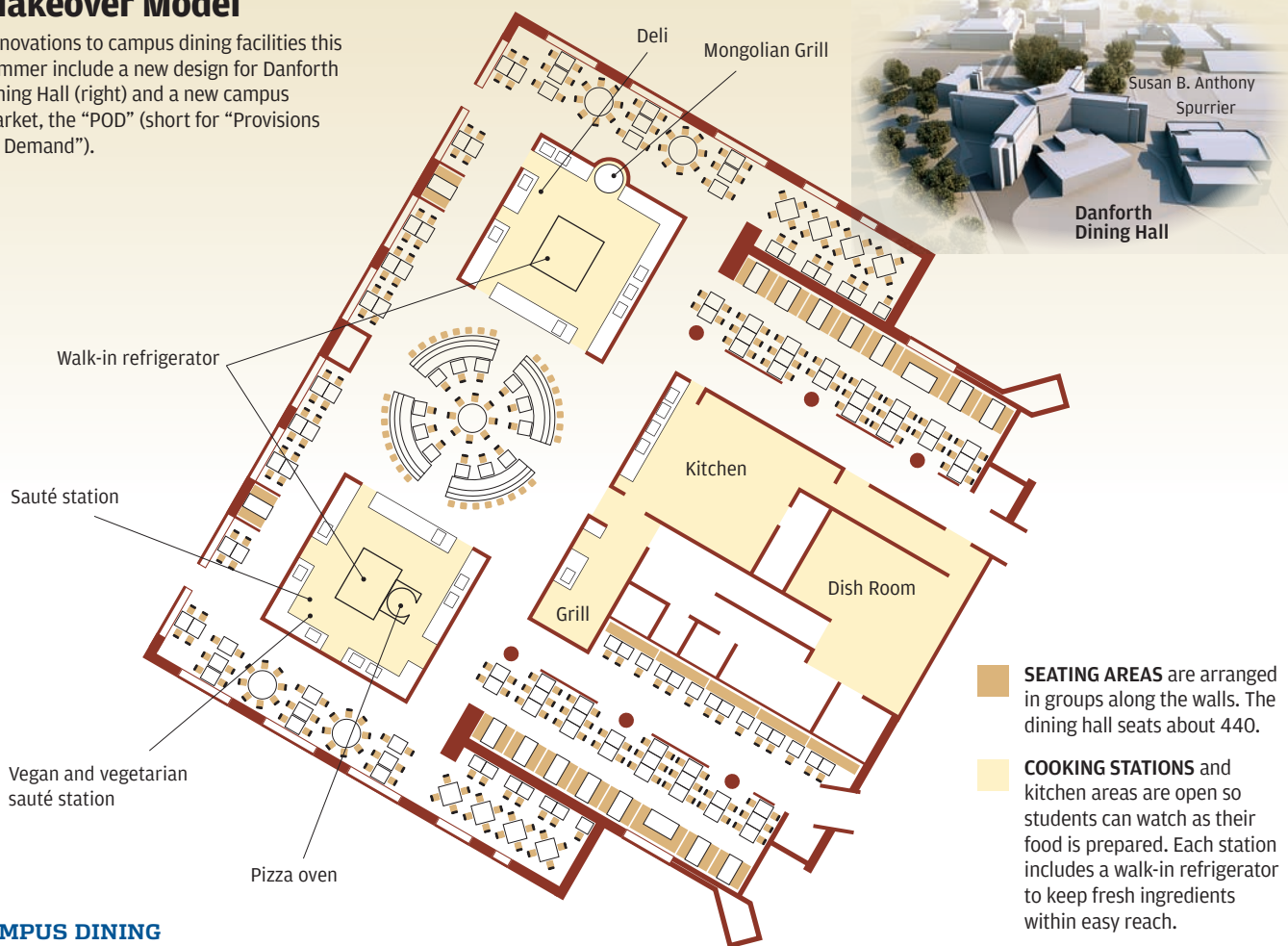
The projects "will be peer-reviewed and vetted like a regular book," a crucial dimension of their academic value, Saab says. "The next stage of the grant is we're working with professional societies to do special issues of journals in this platform. It has to be legitimate in order for scholars to do it." DiPiero allows that it "has taken some time for people to adjust to this kind of work"—professional societies have already had to grapple with online-only journals—but says that as long as works are peer-reviewed, their academic value is not in doubt. "These are bumps in the road rather than true obstacles," he says.

Already for Saab the multimedia book has proven a fruitful experiment, allowing her to present her scholarship on an artistic pioneer in ways that simply wouldn't be possible in a more traditional format.

"It's a case of form and content coming together." 

Makeover Model

Renovations to campus dining facilities this summer include a new design for Danforth Dining Hall (right) and a new campus market, the “POD” (short for “Provisions on Demand”).



CAMPUS DINING

A Fresh Menu

Changes under way this summer to campus dining facilities spotlight the new ways students eat.

By Kathleen McGarvey

IT'S A RITE OF PASSAGE FOR COLLEGE FRESH-men everywhere: the move from the comforts of the family kitchen to the realities of mass-service in a campus dining hall. But when a renovated Danforth Dining Hall and a new campus marketplace open for service in August, Rochester students may find they have little reason to be homesick.

Evolving eating habits and priorities are creating dramatic changes in the norms of campus dining, at Rochester and elsewhere.

“Early in my career, variety was two choices for dinner,” says Cam Schauf, director of Campus Dining Services and Auxiliary Operations. He’s been at Rochester for seven years, but in the college dining service industry for 35.

For about 10 years, new expectations—and new approaches—have been brewing.

“Throughout colleges and universities, we’re finding student customers are more savvy about choices available to them,” Schauf says. “They have more experience with foods with international flair—they want authentic food, and they’re smart enough to know the difference.

“And they want to know where their food is coming from,” he adds. “We’ve seen the need to take the mystery out.”

Mystery is the last thing to be found in the new Danforth design. Walls are coming down, cooking is moving to open stations around the facility, and fresh ingredients are front and center so that students can watch—and direct—the cooking of their meals.

“When students see the food you’re working with, they’re not making any guesses,” Schauf says. “They know you’re using good ingredients, and they know it’s fresh.”

“I see it as dining transparency. Everything is right in front of you, and you see what you’re getting,” says Bradley Halpern ’12, a dual major in political science and computer science from St. Louis. He’s met weekly with Schauf as the cochair of the Projects and Services Committee, a student group that serves as a liaison with campus administrators, and next year he’ll continue his involvement as president of the Students’ Association.

Schauf and his colleagues took the measure of student skepticism about campus cooking three years ago, when the first Mongolian barbecue station opened at Danforth. Preparation of ingredients was moved out of the kitchen and in front of customers—and students marveled at the

freshness of their food, even though the ingredients were the same as they'd always been, Schauf says. "Cooking out in front elevates the process, and you can cook to order. All of that enhances the perception of freshness."

To keep on top of his customers' wish list, Schauf meets regularly with student groups, sends out surveys, collects comments, and hosts open forums. Campus dining presents challenges that other food establishments, such as restaurants, don't face, he says—top among them, the limited ability to vote with your feet.

"We have to find a way to be all things to all people. We're requiring people to eat here, and we need to accommodate them." Special dietary needs, whether medical or religious, for example, must be reflected in campus menus.

And keeping things interesting requires careful planning. "Because students are here so many days of the year, if you have the same variety every day, even if you're offering 70 dishes, it's a lack of variety if those dishes are always the same," Schauf says.

"We're working with equipment to make it flexible, and to offer changing types of food at a given station," he says. "You need to give the place a different feel as often as possible to keep students interested and enthused."

But while students may crave variety, their concerns run deeper. "If you look at how much the food cycle affects the environment, it's substantial," says Liesel Schwarz '11, a sustainability planning and development major from Canandaigua, N.Y. And so Schauf, students, and the Dining Services management team have worked together to enhance sustainability, promote healthy options, and feature local food prominently on menus and in campus coffee shops.

Students began pushing for local investment five or six years ago, Schauf says. Produce from the state of New York was an early sustainability goal, and Rochester was the first university to become a member

of the state's Pride of New York program, which encourages local buying.

"When we started six years ago, less than 1 percent of what we were purchasing was local. Now it's more than 25 percent," Schauf says. "That's in excess of \$2 million dollars going back to the state."

And not just farmers but local businesses, such as bakeries and coffee roasters, reap the benefits. "We have different local bakeries supplying different outlets on campus, which provides more variety. And there's a level of participation you can't get from national bakeries. Local owners can check on

ability group that's part of Dining Services. In addition to local food, more sustainable service items—students can pick up a reusable "clamshell" container for a "grab and go" meal, for example, returning it for a clean replacement as they need it—and composting programs in many of the dining facilities have also changed the experience of mealtimes at Rochester.

The new campus market—POD, or Provisions on Demand—replaces the Corner Store in Douglass Dining Hall and will occupy the spot formerly occupied by Hillside Café in Susan B. Anthony Hall. It will also

feature local foods, especially produce. "Upperclassmen want to cook more at home, with places like Riverview Apartments" offering kitchens, says Halpern. "The market will make it easier to do that."

"Probably the toughest nut to crack is 'healthy food'" because healthy means different things to different people, Schauf says, —and because students may resist the removal of certain less-than-nutritious foods as a narrowing of their choices.

"It's a topic of discussion on a lot of campuses," how to achieve the right balance, he says. "We try to give them choices—and to educate them" about health issues by partnering with University Health Service.

But Halpern says there's high student interest in healthy food, calling it "one of the top student requests." He calls the revised dining plans that will be introduced along with the renovations "part of a larger effort to encourage healthy lifestyle choices."

The changes afoot at Rochester are part of a national trend. "At colleges and universities, we don't compete with each

other over food," Schauf says. "So we steal shamelessly from each other, and we trade ideas in campus visits, trade magazines, and conferences."

"What's been new in the last five years is a lot of colleges and universities are going to restaurants for ideas. When I joined the business, it took about 10 to 15 years for ideas to move from restaurants to dining halls. Now it can be a matter of weeks." **R**



BEFORE & AFTER: The current dining area in Danforth (above, top) will be replaced with a sleek space that melds cooking and dining, as shown in an architect's rendering (above), designed to let students see the preparation of their meals.

things in person, and develop products specifically for campus customers. And we've seen some local bakeries hire more workers from the community to keep up with the increased demand."

"Cam's really made an effort to reach out to the community" in sustainability efforts, says Schwarz. She worked for Dining Services from the end of her freshman year as a member of Team Green, a student sustain-

JAZZ FESTIVAL

From Gibbs Street to 'Jazz Street'

OPENING NIGHT: Guitarist Bob Sneider '94 and his quartet play the music of Wes Montgomery on the first night of the 10th annual Xerox Rochester International Jazz Festival in downtown Rochester. The opening night performance by Sneider—an assistant professor of jazz studies and contemporary media at the Eastman School and a faculty member at the Eastman Community Music School—and his bandmates Phil Flanigan (bass), Mike Melito (drums), and Eastman Community Music School faculty member Paul Hofmann (piano) was one of two dozen shows featuring Eastman faculty, students, and staff during the nine-day festival. Drawing visitors from throughout the country as well as internationally, the festival featured several performances in Eastman venues, particularly along Gibbs Street, which was renamed "Jazz Street" during the festival.

PHOTOGRAPH BY ADAM FENSTER.







SINGER FAMILY PRIZES

Award-Winning Teachers

PRIZED PUPILS: Each year, undergraduates are invited to honor teachers who have had a profound impact on their lives as students and as individuals before they arrived at Rochester. Graduating seniors are asked to nominate high school teachers to receive

the University's Singer Family Prize for Excellence in Secondary School Teaching. The awards are presented at a special ceremony during commencement weekend. "The Paul Singer Family Foundation feels strongly that while devoted secondary school

teachers play a vital role in the intellectual development of American society, they often receive little recognition or acclaim for their endeavors," says Gordon Singer, the son of Paul Singer '66, who initiated the prize.

—Melissa Greco Lopes



This spring's Singer Family Prizes were awarded to (from left):

- Todd Benz, of Pittsford, N.Y., nominated by Kelly Beamish '11, a cell and developmental biology major;
- Leya Mathew Joykutty, of Plantation, Fla., nominated by Sofia Melgarejo '11, a neuroscience major;
- Susan Berry Peters, of Longmeadow, Mass., nominated by Benjamin Freedman '11, a biomedical engineering major;
- Timothy Cullen, of Leonia, N.J., nominated by Chae-Ri Han '11, an economics major.



TRANSLATION STUDIES

Literary Acclaim

Three Percent honors literature in translation and Open Letter launches a digital series of books.

By Valerie Alhart


ALEŠ ŠTEGER'S *The Book of Things*—TRANSLATED FROM the Slovenian by Brian Henry—and Tove Jansson's *The True Deceiver*—translated from the Swedish by Thomas Teal—are the winners of this year's Best Translated Book Award.

Announced in April as part of the PEN World Voices Festival, the award is the only prize of its kind to honor the best original works of international literature and poetry published in the United States over the previous year. Three Percent—a website that's part of the University's translation program and part of Open Letter Books, the University's translation press—oversees the awards.

Open Letter also announced in June that it has launched a new ebook series for international literature. The first nine titles will be made available on ebook readers such as the Kindle, Nook, and iPad.

"We believe the best publishing model for Open Letter is the one that gets great international literature into the hands of readers," says publisher Chad Post.

"That's why we're so excited, not only to be offering a large selection of our books in both print and digital formats, but also to be putting these ebooks out there at a price that allows anyone to take a chance on something new."

For more about the ebooks and the translation prize winners and finalists, visit Three Percent at www.rochester.edu/College/translation/threepcent. 

Valerie Alhart writes about the humanities for *University Communications*.

PSYCHOLOGY

The Power of Red

RED ALL OVER: What links speed, power, and the color red? Rochester dancer Samantha Johnson '11, a neuroscience major—and president of Louvre Performance Ensemble—from Half Moon Bay, Calif., demonstrates that it's not a sports car: it's your muscles. That's according to a new Rochester-led study that finds that when humans see red, their reactions become both faster and more forceful, but people are unaware of the color's intensifying effect. Andrew Elliot, a professor of psychology, and his colleague Henk Aarts, a professor of psychology at Utrecht University in the Netherlands, say the findings, published this spring in the journal *Emotion*, may have applications for sports and other activities in which a brief burst of strength and speed is needed. "Red enhances our physical reactions because it is seen as a danger cue," says Elliot, a lead researcher in the field of color psychology. —Susan Hagen



CITATIONS

Research Roundup

AGGRESSIVE BREAST TUMORS LINKED TO VITAMIN D DEFICIENCY

Low vitamin D levels among women with breast cancer correlate with more aggressive tumors and poorer prognosis, according to new research highlighted this spring at the American Society of Breast Surgeons meeting. The study—led by Luke Peppone, a research assistant professor of radiation oncology at the Wilmot Cancer Center—is the first to examine vitamin D and breast cancer progression. Peppone and senior investigator Kristin Skinner, an associate professor of surgery and director of the Wilmot Comprehensive Breast Care Center, examined prognostic factors for 155 women who underwent surgery for breast cancer between January 2009 and September 2010.

SMOKE-EXPOSED CHILDREN WITH FLU MORE LIKELY TO NEED ICU CARE

Children who are exposed to secondhand smoke are more likely to need intensive care and intubation when hospitalized with influenza. That's according to new research based at Golisano Children's Hospital and presented at the Pediatric Academic Society meeting in May. Researchers, including Karen Wilson, an assistant professor of pediatrics and author of the study abstract, also found that the children exposed to secondhand smoke had longer hospital stays. After controlling for underlying conditions, scientists—who analyzed the medical charts for 91 children hospitalized for flu at Golisano Children's Hospital between 2002 and 2009—discovered that children exposed to secondhand smoke were almost five times more likely to need intensive care and more than 11 times more likely to need intubation.

GENOME DUPLICATION ENCOURAGES RAPID ADAPTATION OF PLANTS

Plants adapt to the local weather and soil conditions in which they grow, and such environmental adaptations are known to evolve over thousands of years as mutations slowly accumulate in plants' genetic code. But a Rochester biologist has found that at least some plant adaptations can occur almost instantaneously, not by a change in DNA sequence, but simply by duplication of existing genetic material. The research by Justin Ramsey, an assistant professor of biology, and published this spring in the *Proceedings of the National Academy of Sciences*, found that yarrow plants with a greater number of sets of chromosomes had a greater survival advantage over other yarrow plants when moved to a new environment.

DOCUMENTING THE LITERARY RESISTANCE TO THE SPANISH INQUISITION

The Spanish Inquisition didn't silence all its critics—especially novelists and playwrights of the time, argues Ryan Prendergast, an associate professor of Spanish. In his new book, *Reading, Writing, and Errant Subjects in Inquisitorial Spain* (Ashgate Press, 2011), Prendergast focuses on Miguel de Cervantes's enduringly popular novel, *Don Quixote*, which was published in two parts in 1605 and 1615, as well as Moorish novels and theater from the period. Prendergast examines how religious and royal authorities conflated citizenship in Inquisitorial Spain with Catholicism, to the exclusion of Muslims, Jews, and other groups—and considers how literary texts from the period offer a critique of political and religious intolerance despite the threat of the Inquisition's legendary, though often exaggerated, punishments.

GENETIC DEFECT HOLDS CLUES TO RISK FOR SUDDEN CARDIAC DEATH

Scientists are unraveling for the first time how genetic defects can help predict the risk of dying suddenly in individuals with one of the leading causes of sudden cardiac death. A new study—led by Coeli Lopes, an assistant professor of medicine in the Aab Cardiovascular Research Institute and published in the journal *Science Translational Medicine*—shows that the function of specific genetic mutations are strong predictors of risk of sudden death and other cardiac events in patients with long QT syndrome, a rare, inherited heart rhythm disorder. The discovery could also provide insight into the assessment and treatment of millions of people who experience cardiac arrhythmias—irregular heart rhythms that cause the heart to beat too fast or too slow and can lead to sudden death if not corrected.

PHILOSOPHY

Agreeing to Disagree

Philosopher Richard Feldman explores the relationship between belief and evidence.

Interview by Kathleen McGarvey

FOR RICHARD FELDMAN, DEAN OF THE COLLEGE and professor of philosophy, disagreement must be an agreeable thing to scrutinize. With his Rochester collaborator, Earl Conee, also a philosophy professor, he has developed the theory known as “evidentialism,” which considers the relation between belief and evidence.

For his contributions to epistemology—the theory of knowledge—Feldman was recognized this February with a conference in his honor at the University of Texas at San Antonio. Trent Dougherty ’09 (PhD), who completed his dissertation under Feldman’s direction, helped to plan the event, which he nicknamed “Feldmania.”

“He has made the topic of reasonable disagreement one of the hottest topics in epistemology,” says Randall Curren, chair of the philosophy department.

In 2010, Feldman coedited the book *Disagreement* (Oxford University Press), and a collection of essays and critical discussions based on his collaboration with Conee, titled *Evidentialism and its Discontents*, is scheduled to be published in July.

What is evidentialism?

Evidentialism is a theory about the nature of justified, or reasonable, belief. It holds that whether a person is justified in believing a proposition depends entirely on the evidence the person has concerning the proposition. This implies that other considerations—such as whether the person has gone about investigating the proposition in a responsible way, whether there’s



PHILOSOPHICAL EVIDENCE: Feldman is credited with bringing a new focus to reasonable disagreement through his work on the theory of evidentialism.

relevant information available that the person doesn’t know about, or whether believing the proposition is helpful or harmful to the person—aren’t relevant to the justification of belief.

Can opposing conclusions based on the same evidence be equally reasonable? And how does one move forward from there?

These are key questions. Evidentialism, as it’s typically understood, would seem to imply that opposing conclusions based on the same evidence cannot be reasonable. And if you make the assumption that in many of the significant controversies in which we find ourselves, people on the opposing sides have the same evidence, then you have to

conclude that the people on one or both sides aren’t reasonable in their beliefs. Thus, even if they’re as sincere, careful, well-intentioned and thoughtful as can be, they’re not both reasonable.

This reply depends on what I’ve called the “Uniqueness Thesis.” This is the principle that says that a body of evidence justifies exactly one attitude toward a proposition—either believing it, disbelieving it, or suspending judgment about it. Some philosophers would deny this thesis. They’d say that a body of evidence can justify more than one of these attitudes. In effect, you get to choose. Whether this amounts to a denial of evidentialism is a tangled question.

Do disagreements over ethical or aesthetic questions differ from those over more empirical issues?

If ethical and aesthetic questions have genuine answers—if there is a truth about, for example, what the right thing to do in a given situation is—then they don’t differ from disagreements about other issues. I think that ethical questions do have genuine answers, although in many cases it’s extraordinarily hard to know what those answers are. In many cases, there are underlying empirical issues—such as what the consequences of what a particular course of action will be—that are the source of disagreement. That view about ethics is, of course, controversial.

Fractiousness fills current political discourse, and much of the debate seems to rely on loose standards for evidence.

Too often, our culture seems to take acknowledging that you have no opinion as some kind of weakness. And changing your mind is, at least in political settings, often taken to indicate incompetence. I think it can actually show the ability to take new evidence into account, which is a sign of rationality.

How does that affect opportunities for agreement?

It's true that people disagree, often strenuously, when they have painfully little basis for their beliefs.

Too often, our culture seems to take acknowledging that you have no opinion as some kind of weakness. And changing your mind is, at least in political settings, often taken to indicate incompetence. I think it can actually show the ability to take new evidence into account, which is a sign of rationality. This situation strikes me as highly unfortunate.


What can we do when we find ourselves locked in disagreement with someone?

There are a couple of things to note. The key one is to think about the issues you discuss as genuine issues and the people with whom you interact not as opponents to defeat but rather as potential sources of information that you should consider.

When you read or hear an argument that comes to a conclusion you disagree with, I think you should ask yourself, "What's the reasonable thing for me to think, now that I've learned about this argument?" Instead, people often think, "How can I deny this argument?" or "How can I ridicule the person making the argument?" If you think about things the way I suggest, it's the arguments and the evidence, not the people, who matter.

There's another thing people should keep in mind. It's OK not to have an opinion. I've contemplated writing a paper on the virtues of suspending judgment. It's often the appropriate attitude. People shouldn't be afraid of it.

And when you find that there are strong opinions on both sides of a question, sometimes—though not always—that's because there is competing evidence on both sides, and people on each side are focusing on the evidence that supports their own view. I think that in the cases in which one might think that multiple views are all reasonable, suspending judgment is actually the only reasonable one.

A related point worth noting concerns the relationship between belief and action. Suppose you have to choose between two courses of action and you have no basis for a belief about which one will be better. In such a case, it is reasonable to *do* either of the actions, but it is not reasonable to believe that the one you've chosen is the better one. 

UNIVERSITY LEADERSHIP

Four Elected Trustees

Alumni, medical education, and business leaders join University's board.

Prominent executive leaders in cable television, pharmaceuticals, medical education, and business management were elected this spring as University trustees.

Nomi Miron Bergman '85 is president of Bright House Networks, the nation's sixth-largest cable television company, which provides digital cable, digital phone, broadband Internet, and metro Ethernet services to residential and business customers in metropolitan markets in Alabama, California, Florida, Indiana, and Michigan. An economics and statistics major at Rochester, Bergman is a member of the University's National Council for Arts, Sciences, and Engineering. She is a charter member of the George Eastman Circle.

Paul Griner '59M (MD) is a professor emeritus of medicine at the University and senior lecturer on medicine at Harvard Medical School. From 1984 to 1995, Griner served as general director and chief executive officer of Strong Memorial Hospital, where he's credited as a leader in the development of hospital programs designed to improve the quality and efficiency of patient care. He chairs the University's National Council for the School of Medicine and Dentistry and was a member of the school's Alumni Council. He is a charter member of the George Eastman Circle.

Carol Karp '74 is vice president and head of global regulatory affairs and risk management at Janssen Alzheimer Immunotherapy R&D, an affiliate of Johnson & Johnson. A prominent pharmaceutical industry executive, she has helped lead multiple companies in areas of regulatory affairs, project management, drug safety, and quality assurance for more than 25 years. A biology major at Rochester, she is a charter member of the George Eastman Circle. Her daughter, Sarah Karp '11, is a Take Five Scholar for the 2011-12 year.

John Kelly is a corporate vice president at Xerox Corporation and executive vice president for ACS, a Xerox company. Kelly is a highly regarded consultant to the financial services, technology, and communications industries in the areas of business process management and document services. A member of the George Eastman Circle and the Executive Advisory Council at the Simon School, he joined Xerox in 2004 as chief operating officer of global services. Before that he held leadership positions in technology consulting and systems integration at NEC Corporation and Capgemini in the United States and Europe.

—Scott Hauser



Bergman



Griner



Karp



Kelly

NAMED PROFESSORSHIPS

Making a 'Lasting Imprint'

History professor Robert Westbrook turns to moral and political philosophy to frame his writings on the American past.

By Karen McCally '02 (PhD)

ROBERT WESTBROOK ONCE CONFESSED TO A room full of graduate students that his doctoral dissertation advisor at Stanford had called the first draft of his dissertation prospectus "constipated."

The comment came in a talk, titled after the Rolling Stones classic, "You Can't Always Get What You Want, But If You Try Sometimes, You Get What You Need," in

from Yale, where, he explained, as part of his financial aid package, he had landed a job as assistant to Howard Lamar, then the chair of Yale's history department and a noted scholar of the American West. It led him to appreciate, he recalled, that "professors are among the few lucky artisans left in the modern world of work." That realization, as well as the "rush" he says he experienced with the publication of his first work—an entry in *The Reader's Encyclopedia*

(Cornell, 1991), that eventually came of that allegedly burdened first effort.

James Kloppenberg, the Charles Warren Professor of History at Harvard, says the book was "an instant classic." Daniel Borus, a professor of history who has been Westbrook's colleague at Rochester since 1990, calls it "one of those rare books that redefine a field."

Dewey, a late 19th- and early 20th-century social reformer and one of the found-

ers of the American philosophy of pragmatism, had long been written about as a major contributor to modern American liberalism. To the contrary, Westbrook argued, Dewey was "a minority, not a majority, spokesman within the liberal community, a social philosopher whose democratic vision failed to find a secure place in liberal ideology—in short, a more radical voice than has been generally assumed."

In 1993, the book earned the 1991-92 Merle Curti Award, an honor given biennially to the best book in social or intellectual history by the Organization of American Historians. The critic Louis Menand found the book significant enough to devote a 7,000-word essay to it—entitled "The Real John Dewey"—in *The New York Review of Books* in 1992.

Casey Blake '87 (PhD), a professor of history and founding director of the American studies program at Columbia, says of Westbrook "where I think he really is quite unique is in drawing on debates in moral and political philosophy to frame historical questions."

Westbrook's second book, *Why We Fought: Forging American Obligations During World War II* (Smithsonian Books, 2004), was cast as an examination of the claim made by many political theorists that Enlightenment liberal states, such as the United States, founded on the principle of



which, with characteristic candor and wit, Westbrook advised his listeners that "the alertness to contingency and the unintended consequences of human action that we cultivate as historians is one that we might well extend to our own lives."

Westbrook had gone to Stanford directly

▲ **HISTORIANS' ART:** "Professors are among the few lucky artisans left in the modern world of work," says Westbrook, a historian who was installed this spring as the first Joseph F. Cunningham Professor of History.

dia of the American West on barbed wire—sealed his decision to become a historian.

Westbrook, who has taught at Rochester since 1986, this spring became the first Joseph F. Cunningham Professor of History, a professorship named for Washington, D.C., attorney Joseph Cunningham '67 (MA).

He has supervised more than 20 doctoral dissertations, a sizeable number in the history department's small graduate program. And many of those students came to study with Westbrook in part because of the book, *John Dewey and American Democracy*


individual liberty, generally fail to foster deep conceptions of civic obligation. Westbrook put that claim to the test, attempting to excavate the political philosophy implicit in the artifacts of everyday life—advertisements, cartoons, posters, Norman Rockwell paintings, and even the pinups of Hollywood starlets—distributed to Americans with federal sanction during the war.

Through a discerning and at times colorful analysis of these artifacts, Westbrook concluded, in accord with the political theorists, that the reasons for which Americans fought were to carry out essentially private obligations—to families, children, parents, and “an ‘American Way of Life’ defined as a rich (and richly commodified) private realm of experience.”

Westbrook was drawn to Rochester 25 years ago by the prospect of teaching and working alongside Christopher Lasch, the historian and social critic who taught at Rochester from 1970 until his death in 1994. Over the years, Westbrook has consistently attracted a loyal following of undergraduates as well as graduates to his courses on American intellectual history, American culture during the Great Depression and World War II, and many others in a wide and ever-changing repertoire.

Jennifer Ratner-Rosenhagen '92, the Merle Curti Associate Professor of History at the University of Wisconsin–Madison who took several courses with Westbrook as a history major, calls him “transformative” in her personal and intellectual development.

“I’d grown up in a shopping mall. I said ‘like’ every sixth word. I didn’t come in a package that at all announced that I could be a scholar,” she says. “But he took me deadly seriously, hearing past the ‘likes’ and ‘you knows’ and could see what was possible in me and helped me cultivate that.” These days, Ratner-Rosenhagen is among the scholars to whom Westbrook regularly sends his essays for feedback.

Says Kloppenberg (with whom Ratner-Rosenhagen studied in graduate school): “Robb has left a lasting imprint on the fields of American intellectual history, American political science, and the history of American philosophy. Those are three distinct fields. And not many people make a mark in more than one academic discipline during their careers.” 

McCally is an associate editor at Rochester Review and earned her PhD in history, under Westbrook’s supervision, in 2002.



NAMESAKE: Cunningham studied history at Rochester while waiting to be called to active duty and later established a career as an attorney in Washington, D.C.

Joseph Cunningham: ‘A Lifelong Interest in History’

“I was born and raised down the street from the University,” says Joseph Cunningham ’67 (MA), recalling “sledding on the slopes behind the football field” and playing basketball on campus. Urged by his mother to attend a Catholic college, he earned his bachelor’s degree not at Rochester, but at John Carroll University, he told the audience in Rush Rhees Library’s Hawkins-Carlson Room last May at the installation of the first Joseph F. Cunningham Professor of History.

After college, he pursued a law degree at Columbia. In 1962, a newly minted attorney who was also a commissioned officer awaiting a call for active duty, Cunningham had the time and the inclination to sample Rochester’s academic offerings. He eventually pursued a master’s degree in history, for which he was awarded a tuition scholarship.

“I’ve had a lifelong interest in history, and a great regard for the University of Rochester,” says Cunningham. He says he and his wife, Andrea, endowed a professorship out of “gratitude for the spontaneous generosity that the University extended to me when I wanted to pursue graduate studies.”

Cunningham’s master’s thesis, “Religious

Aspects of American Government in the Philippine Islands,” was a first-rate work of scholarship, says Stewart Weaver, a professor of history and chair of the department, who checked it out of Rush Rhees Library and read it prior to Cunningham’s visit to campus in May.

“Joe’s thesis anticipated by decades the recent scholarly interest in the cultural dimensions of Western colonialism and might well have been published had his career not taken him in other directions,” says Weaver.

Cunningham has practiced law for more than four decades and is the founder of the Washington, D.C.-area firm Cunningham & Associates, specializing in insurance defense and civil litigation. He has also taught law at Georgetown University and the University of Maryland.

Says Weaver: “The endowment of the Cunningham Professorship is a tribute not only to Joe’s extraordinary generosity but also an important statement of faith in the historical discipline. It will heighten substantially the visibility of our program and make it possible to retain and benefit from the presence of one of our most outstanding scholars.”

—Karen McCally

QUOTABLE COVERAGE

Risk Analysis

Simon School's New York City conference offers lessons on American economy.

Representatives from some of the nation's leading financial, legal, and policy media outlets were on hand this spring as more than 300 leaders from industry, government, and academia discussed the "Emerging Risks to America's Financial Stability," a one-day conference sponsored by the Simon School in New York City. Held in the heart of the nation's financial center, the conference offered an opportunity to hear in-depth from some of the country's most prominent economic and business analysts. Here's a sample of what they said:

FOX BUSINESS NEWS

"The decade ahead—from a technology standpoint—is going to be transformative, disruptive, and incredibly exciting. ... For me, the decade will be defined by the following four words: mobile, social, collaborative, and cloud."—Anita Sands, COO of UBS Wealth Management, talking about trends in information technology with the TV network as part of its live coverage of the conference.

DOW JONES NEWSWIRES

"If we create an entitlement, let's do it right."—Veteran economist and Yale University professor Robert Shiller, talking about how the United States can better contain spending by tying growth of debt and Social Security to GDP.

FORBES

"Incentives within the medical system are horrible. I get the Rolls-Royce of health coverage for nothing."—*Freakonomics* author and University of Chicago professor Steve Levitt talking with the magazine about incentive structures in the health care system, the debt debate, and other topics during the conference.

LAW360.COM

"The Madoff and Stanford frauds reminded us of the importance of getting evidence early on of wrongdoing. It's important to have people come forward, and we are amenable to incentives. That means increasing corporate cooperation, encouraging self-reporting and reduced sanctions, deferred prosecution, and nonprosecution agreements."—Robert Khuzami '79, the SEC's chief enforcement officer, talking about convicted financier Bernard Madoff and accused financier Allen Stanford.

NORTHJERSEY.COM

"You are our partners, not our banks."—New Jersey Gov. Chris Christie, talking about his efforts to work with the business community in New Jersey to spur economic growth.

—Scott Hauser



LIFELONG CONTRIBUTIONS: A trustee since 2000, Greene received the James S. Armstrong Alumni Service Award in 2005 for her contributions to undergraduate life on campus.

BY THE NUMBERS

Career Advancement

Introducing the Gwen M. Greene Career and Internship Center

By Kathleen McGarvey

GWEN GREENE '65, A MEMBER OF THE BOARD of Trustees since 2000, has for more than 20 years helped students hoping to break into the financial world.

She's used her experience as vice president of JP Morgan Securities to help students explore internships or launch careers in global investment banking, securities trading or brokerage, and other paths.

This spring, the College's career center was renamed the Gwen M. Greene Career and Internship Center, in recognition of Greene's continued support and new \$1 million commitment to the campus resource.

"I am passionate about our career center and mentoring current and former students to help them begin their careers," says Greene. "I have a strong conviction that our students are as qualified as any to get those coveted jobs, and it is alumni and friends of the University who can help them compete successfully."

The Gwen M. Greene Career and Internship Center supports several services for students at Rochester, including career counseling and graduate and preprofessional school advising, as well as networking opportunities.

During the academic year, the center's counselors hold one-on-one sessions with students, helping them create résumés and cover letters and honing their interview skills and job search strategies.

Here's a look at the center and some numbers for the Class of 2011, as of commencement day:

\$145,000

Total dollar amount of the center's Summer 2011 Reach Funding stipends, supporting unpaid internships of 125 students

90%

Percentage of 2011 graduates who will have jobs or who attend graduate school one year after commencement

90%

Percentage of Senior Survey respondents who had at least one internship, research, or career-related experience

80%

Percentage of seniors who visited the office at least once during the academic year

34%

Percentage of survey respondents admitted into graduate or professional school, as well as Take Five and postbaccalaureate Rochester programs

30%

Percentage of respondents who accepted a full-time job or internship offer, or a service-related experience

26

Number of 2011 graduates who will be completing Teach for America, City Year, or other service and teaching programs

13

Years Burt Nadler has served as the center's director

11

Number of career counselors at the center

For more about the center, visit www.rochester.edu/careercenter.

QUOTES

Rochester in the News

"There is significance to rewarding people. You get them to do what you want them to do, but not what they want to do."

—**Edward Deci**, a professor of psychology and the Gowen Professor in the Social Sciences, talking with the CBS news site MoneyWatch.com about his study showing that people may enjoy doing tasks less when they are paid for them.

NEW YORK TIMES

"I can see if you're getting worse over the course of the visit, your ability to eat, to walk, to converse, and to think."—**Ray Dorsey**, an assistant professor of neurology, describing a pilot study of group checkups for patients with Parkinson's disease that he led at the Medical Center.

CNN

"His music is accessible because of the groove . . . (and) Marley the performer was charismatic enough to sell it. A lot of artists don't have that."—**John Covach**, a professor of music in the College and a professor of music theory at the Eastman School, remembering musician Bob Marley on the 30th anniversary of his death.

FOX NEWS

"A third of new drugs that are approved have no comparative data at all. I think we'd all say that is sad."—**Alec O'Connor**, an associate professor of medicine, responding to a new study showing that 33 percent of Food and Drug Administration drug approvals included no data on how the medications compare with existing alternatives.

MSNBC

"I wouldn't necessarily tell my patients after reading an article like this to drink more than five cups of coffee a day to lower your risk of a particular type of breast cancer. It's just that if you happen to enjoy coffee consumption, you may possibly have an added benefit of protection against one subtype of breast cancer."—**Michelle Shayne**, an assistant professor of medicine, reacting to news of a study indicating that women who drink five or more cups of coffee a day are 57 percent less likely to develop estrogen receptor-negative breast cancer than women who drink less than one cup.

U.S. NEWS & WORLD REPORT

"I believe, yes, attending to emotions is extraordinarily important, not only for the well-being of the individual's emotional and mental health but also for the physical health and maybe even evolution of myocardial infarction."—**Robert Gramling**, an associate professor of family medicine, talking about a study showing that people who are very frightened of dying during and in the days after a heart attack have more inflammation—a sign they may not do as well over time as patients who are less afraid.

NPR

"Nobody really, really knows."—**John Treaner**, a professor of medicine and chief of the Infectious Diseases Division at the Medical Center, responding to a question about whether a repeat flu shot is needed this fall, as this year's shot is a duplicate of last year's. Treaner and other experts recommend following the Centers for Disease Control's advice to get the flu shot.

GOLF

Phil, Meet Nick

Nicholas Palladino '14 earns Phil Mickelson Award, Division III's top honor.

By Ryan Whirty

ALTHOUGH GOLFER NICHOLAS PALLADINO '14 hasn't settled on a major yet, he already has a good idea about what interests him, both in the classroom and in life. In essence, he wants to know what makes people tick.

"I like to think about how people view things, how they think about things," he says.

And for Palladino, that desire to get inside people's heads includes a thorough self-examination. The goal? Simple self-improvement.

Based on Palladino's performance during his freshman year on the golf course, it's hard to imagine how much more he needs to improve. During the regular season, he earned medalist honors at four different tournaments, garnering Liberty League Rookie and Player of the Year honors.

He earned a trip to the NCAA championships in May, where he played two solid rounds before being named the winner of the 2011 Phil Mickelson Award. Given annually to the most outstanding freshman in Division III golf, the award is named for the Masters-winning PGA golfer and presented by the Phil and Amy Mickelson Foundation.

It was the capstone to a spectacular rookie season.

"That takes the cake easily," says Palladino, of Highland Heights, Ohio. "That was the best achievement of my career."

Rochester golf coach Dan Wesley says that while he knew Palladino would make an impact on the team, the coach couldn't have imagined how well the freshman adjusted to college life and college golf.

But, Wesley says, Palladino has both the mental discipline and the will to succeed.

"Nick has all the qualities that tournament golf requires: mental toughness, positive attitude, determination, and relentless focus," Wesley says. "He also made a commitment this past year to become physically stronger, which allowed him to increase his power and his stamina—which makes a huge difference over the course of a tournament and a season."



But Palladino didn't always possess the psychology of a winner.

"I'll admit that I was a little bit of a hot-head," Palladino says. "I had a bit of a temper. If I had a bad round, I'd get off the course and be down in the dumps. I pretty much let golf determine my mood for the next day."

After taking advice from his father and grandfather and reading a book on golf philosophy, Palladino realized that he couldn't dwell on mistakes.

"It really did help me control my temper," he says. "Golf is a game. It shouldn't affect your life."

That ability to place the sport in perspective was on full display during Palladino's freshman season, and Wesley hopes he'll be able to continue cultivating that frame of mind as he progresses through his Rochester career.

▲ **MEDALIST:** Palladino earned medalist honors at four different tournaments and was named League Rookie of the Year.

He says Palladino has emerged as a capable team leader for the Yellowjackets, and he adds that the young golfer continues to work hard, developments that should help Palladino build on his first year.

"I don't think he'll feel pressure to match this year's accomplishments because he knows each year is a new journey with new challenges," Wesley says. "His freshman year is long gone now, and he is looking forward to making some noise with his teammates as we chase our team goals."

Meanwhile, as he decides on a major, Palladino has found an affinity for history—a class on the mythology of King Arthur and Robin Hood was a favorite—because history provides an ideal discipline for examining why people do what they do, Palladino says.

"I like seeing how things happened in the past," he says. "To avoid bad things happening, we have to learn how to use the past to help the future." R

Ryan Whirty writes about sports for Rochester Review.

HIGHLIGHTS

A Season in Review

Yellowjackets earned honors on and off the field this spring.

By Ryan Whirly

HIGHLIGHTS FROM THE SPRING SPORTS SEASONS:

Softball: The Yellowjackets were led by freshman infielder Nina Korn '14, who took the Liberty League by storm, earning league Rookie of the Year and first-team all-league accolades. Korn also picked up first-team all-UAA honors for Rochester, which went 26–15 overall and 6–2 in the league. Also posting a stellar season was outfielder Katie McLean '12, who joined Korn on the first-team all-Liberty League and all-UAA rosters. Madeline Skellie '13 was Liberty League Pitcher of the Year.

Baseball: While Rochester struggled to a 14–20 overall record, several players had standout seasons, led by designated hitter Steve Just '11, who



picked up first-team all-region, second-team all-UAA, and first-team all-Liberty League accolades. Outfielder Alex Caghan '12 earned third-team all-region honors to go with spots on the all-UAA second team and the all-Liberty League first team.

Golf: In addition to the rookie season posted by national Division III Freshman of the Year Nick Palladino '14, Marc Youngentob '13 had an excellent spring campaign, joining Palladino on the all-Mid-Atlantic Region team. As a squad, the Yellowjackets placed second at the UAA championships, where Palladino was the medalist. Rochester also won the Fred B. Kravetz and Mid-Atlantic Region invitationals.

Rowing: In addition to filling the stroke seat on Rochester's first Varsity 8 crew, se-

nior Margaret Zupa '11 picked up Academic All-District accolades. She led her crew to the bronze medal at the Dad Vail Regatta, where the Freshman 4 placed sixth out of 48 teams.

Lacrosse: The Yellowjackets were 2–13 on the field, but few could rival them in the classroom as 10 players garnered Academic All-Liberty League recognition, including Megan Battin '12, Caressa Chen '13, Frances Cooley '13, Kayleigh Hogan '12, Keegan Kennedy '12, Liza Maizel '13, Natalie Mitchell '13, Morgan Preziosi '13, Hilary Rosenthal '12, and Maggie Stevenson '11.

Men's track & field: It was the year of the steeplechase for Rochester, led by Brian Lang '11, who repeated as an All-American

by placing fourth at the NCAA championships. He was followed by teammate Daniel Lane '11, who came in 10th in the event at nationals. At the state championship meet, Lang won the steeplechase, while Jason Zayac '12 was fifth and Justin Roncaioli '13 finished 10th to lead the Yellowjackets to a third-place finish as a team. Also having a solid season was Francisco Ramirez '11, who competed at the NCAA championships in the 800 meters.

Women's track & field: Seniors Jacqueline Cinella '11 and Yaneve Fonge '11 both earned national Academic All-District honors, and they both qualified for the NCAA championships—Fonge in the hammer throw and Cinella in the 400 intermediate hurdles. Fonge won the hammer at ECACs and states, while Cinella earned the state title in the 400 intermediate hurdles. As a team, the Yellowjackets were second at the state championships.

Squash: Rochester placed 11 players on the Liberty League all-academic roster. On the court, Benjamin Fischer '12 earned first-team All-America honors for the second straight year, and teammates Andres Duany '13 and Hameed Ahmed '11 were named to the All-America second team. As a unit, Rochester posted a 12–5 mark and finished the season ranked fourth nationally.

Men's tennis: The Yellowjackets finished eighth as a team at the UAA championships and posted a mark of 11–11 on the season, including an 8–1 win over Hobart on Senior Day.

Women's tennis: No. 1 singles player Lia Weiner '11 advanced to the round of 16 at the NCAA championships and was named Rochester's Female Scholar-Athlete of the Year. In addition, Weiner, Frances Tseng '13, and Danielle Shreck '12 picked up second-team all-UAA accolades by leading the Yellowjackets to a fifth-place team finish at the association championships. **R**

STANDOUT SENIORS: Finishing in the top 16 at NAAs, Lia Weiner '11 earned All-America honors in tennis while Francisco Ramirez '11 topped his season by qualifying for the 800 meters at the national meet.

