



Northeastern University

Northeastern University Alumni Magazine

Office of Marketing and Communications

July 01, 2006

Northeastern University alumni magazine: volume 31, number 4 (Summer 2006)

Northeastern University - Division of Marketing and Communications

Recommended Citation

Northeastern University - Division of Marketing and Communications, "Northeastern University alumni magazine: volume 31, number 4 (Summer 2006)" (2006). *Northeastern University Alumni Magazine*. Paper 10. <http://hdl.handle.net/2047/d10012862>

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Man with a plan

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Photos by Jorg Meyer. Text By Karen Feldscher.

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That's because, in the decades leading up to the century's end, the university faithful had an unfortunate tendency to view themselves with something less than high regard. Sure, Northeastern had its signature co-op program, hard-working students, dedicated professors. But, with its tired gray-brick buildings and safety-school reputation, it seemed unable to shake a lingering inferiority complex, born in the shadow of loftier neighbors like Harvard and MIT.

Yet Freeland, who arrived at Northeastern as its sixth president in fall 1996, saw the university's potential from a newcomer's vantage point. He knew it could aim higher than it ever had before.

• [Full story](#)

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By Karen Feldscher

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Yet Freeland, who arrived at Northeastern as its sixth president in fall 1996, saw the university's potential from a newcomer's vantage point. He knew it could aim higher than it ever had before.

"As the first president appointed without a long period of service within the institution," he says, "I could bring an outsider's perspective to bear on its great potential. I was unencumbered by some of the diffidence that Northeastern had developed historically."

So confident was Freeland that, four years after becoming president, he called on Northeastern to become one of America's top-100 national universities.

Campus reaction? "Dubious," he admits.

Today, though, as Freeland prepares to step down from the presidency in a few months at age sixty-five, people are surprised and pleased at Northeastern's swift rise to the top tier of the U.S. News & World Report rankings, which it reached in 2004 and penetrated even more solidly in 2005.

Ask them about the top 100, and most say it's just a matter of time until the university gets there as well. And they credit Freeland for his audacity in pursuing the goal.

English department chair Stuart Peterfreund, who says he's disagreed with Freeland on some issues, praises the president's guiding vision.

"At the end of the day," says Peterfreund, "he is the person responsible for transforming us from a sleeping giant to an urban institution of higher education to be reckoned with—a first-tier institution. He made us look at ourselves, and, without that moment of



by Jorg Meyer

Photos

introspection, you can't move forward."

A dream job

When Freeland came to Northeastern, the university was emerging from one of its toughest trials. A steep enrollment drop in 1990 had led to layoffs, hiring freezes, and budget cuts. To keep Northeastern improving during the economic uncertainty, then president John Curry, LA'56, ME'60, H'96, oversaw a push to make the university "smaller and better."

By 1996, enrollments had stabilized, and officials were working to boost student selectivity and particular areas of excellence within the institution. Northeastern was not going to be all things to all people. It was going to focus on the things it could do exceptionally well.

After he was hired, Freeland told the Boston Herald he knew he had his work cut out for him. But he wasn't worried about taking on what some might see as a fixer-upper. In fact, he was thrilled. In his inauguration speech, he said, "Not only do I accept the presidency of Northeastern, I embrace it. Not only do I succeed to this position, I leap to it. Not only am I honored by this appointment, I am exhilarated by it."

From day one, Freeland says, being president of Northeastern has been his "dream job." Ten years haven't dampened his enthusiasm. "I could completely believe in the mission of Northeastern, in all dimensions," he says. "Every part of what this institution does is consistent with my own value system and what interests me most in higher education."

He adds, with a smile, "This is a job that challenges every talent I have— and some I don't have."

Freeland's penchant for Northeastern stemmed partly from his thorough knowledge of the place. He'd taught American political history at the university part-time in the early 1970s, then watched it from a near distance during his twenty-two years as an administrator and dean at UMass-Boston. He'd also researched it for his 1992 book, *Academia's Golden Age: Universities in Massachusetts, 1945-1970*, which also looks at Boston College, Boston University, Brandeis, Harvard, MIT, Tufts, and the University of Massachusetts.

"Becoming Northeastern's president feels like joining a family I have been close to for many years," he told the Boston Globe at the time of his appointment.

His personal background provided more reasons for the feeling of kinship with Northeastern. Freeland's father never had the opportunity to go to college; his mother came from a long line of schoolteachers. The son understood the importance of education, especially for those of modest means.

After earning degrees from prestigious institutions— a bachelor's in American studies from Amherst College, a doctorate in American civilization from the University of Pennsylvania— Freeland chose work experiences in line with his educational priorities: his two-plus decades at UMass-Boston were followed by four years as vice chancellor for academic affairs at the City University of New York, the country's largest urban system of public higher education.

When he came to Northeastern, Freeland was a champion of the university's urban connections. He also believed strongly in the legitimacy of a real-world education based in co-op jobs, internships, research, and other outside-the-classroom ventures. He even

coined a new term to describe this educational form: practice-oriented education.

There was some grumbling on campus about the phrase. "Many of us are still trying to figure out what that means," says Robert Hall, African-American studies department chair and an active participant in university governance.

But Freeland wanted Northeastern's panoply of experiential offerings to be known as more than just "co-op," which he thought a somewhat limiting term that conjured up the school's old lunch-pail image.

He made it his business to go front and center as the spokesman for practice-oriented education. In September 2000, he wrote a piece for the Chronicle of Higher Education titled "The Practical Path, Too, Can Be High-Minded," which argued that universities didn't have to choose between education for its own sake and a more down-to-earth, job-oriented curriculum. The two can co-exist in a mutually beneficial partnership, Freeland said.

In a 2004 Atlantic Monthly article titled "The Third Way," Freeland proclaimed that practice-oriented education is being recognized by some of the nation's leading academic institutions as a powerful alternative to more traditional approaches. He urged more educators to embrace the model.



"Claims for the moral superiority of liberal education reflect a bias against— even a disdain for— the workaday earning experiences of most adults," he wrote, "as if academic learning had a monopoly on value and meaning and other forms of work were solely about material gain. . . . For most of us, however, the workplace is more than a place to make a living. Often work is what gives our lives value beyond our families and ourselves, and enables us to make a broader contribution to society."

Pushing academics

Along with his enthusiasm for practice-oriented education, Freeland never lost sight of the importance of academic excellence. He saw no reason why Northeastern couldn't aim high here as well.

In 2004, Freeland announced a five-year, \$75 million academic investment plan that would bring a hundred new professors to Northeastern and focus on strengths in key areas, including biotechnology, nanotechnology, sensing and imaging, and urban policy.

The plan, says provost Ahmed Abdelal, "was a major commitment by the university leadership to continue to enhance academic strengths, whether in support of undergraduate education, or professional education, or our aspirations as a research university."

In a February 2004 Boston Globe article on the academic investment plan, economics department chair Steven Morrison noted that the visible steps to strengthen academics were making it easier for him to recruit faculty members. "After people hear the story," he said, "they recognize [Northeastern] as a place that's on the move. The intellectual vitality is changing fast."

There were other academic high points. In 2000, the National Science Foundation (NSF) designated Northeastern an Engineering Research Center— one of only twenty-two such centers in the country— to develop technology in the fields of sensing and imaging. Four years later, the NSF chose Northeastern as one of six centers for research in nanotechnology. The university launched a new Center for Drug Discovery as the keystone of a \$10 million biotech initiative. A new School of Education opened in 1999.

Research funding increased throughout the Freeland years, from \$32 million in fiscal year 1997 to \$46.5 million in fiscal year 2005. This year, officials report a whopping 50 percent increase, to \$70 million. Further brightening the resources picture, by June 2005 the university's endowment had risen to \$558 million, more than double its June 1996 value of \$274 million.

On the operations end, Northeastern abandoned its longstanding quarter system for a semester system, a move that brought the university's calendar in line with other major national universities. The switch was aimed at improving teaching and learning, enhancing co-op, attracting better-qualified applicants, increasing student retention, and promoting better academic, professional, and industry partnerships.

Perhaps most stunning, however, were the statistics that reflect academic success: incoming-freshman SAT scores, student selectivity, retention. Northeastern had been making slow but steady gains in these areas from the early to mid-1990s. During the Freeland decade, the numbers leapt significantly.

Average incoming-freshman SAT scores jumped roughly 170 points. By 2005, 63 percent of freshmen graduated in the top fifth of their high school class, compared with 32 percent in 1996. Applications more than doubled; last year more than 25,460 applications came in for just 2,800 freshman spots. The acceptance rate dropped accordingly, from 85 percent to 47 percent. And the graduation rate soared from 39 percent to 61 percent.

Northeastern's climb in the overall U.S. News ranking was particularly noteworthy. The university moved from 162 in 1995 to 150 in 2001. It landed in the top tier for the first time in 2004, at 120. By last year, it had bounded to 115. (Freeland can rattle off these statistics— as well as for every year in between— at the drop of a hat.)

"Richard," says Philomena Mantella, senior vice president for enrollment management and student affairs, "has personally provided institutional drive and direction in improving Northeastern's enrollment and market position toward long-term health and viability."

A rising campus

Part and parcel of the upward trajectory has been Northeastern's physical transformation.

During the Freeland presidency, the university spent upward of \$450 million on construction. Among other projects, it's built new homes for both College of Health Sciences and the College of Computer and

Information Science; a high-rise parking garage; and, on the new West Campus, a series of residence halls that have won prestigious architectural awards. (Currently, Northeastern houses roughly 51 percent of undergraduates, about 7,400 students. The long-term goal is to house between 75 and 80 percent of undergraduates, similar to the percentages at peer institutions.)

As Freeland enhanced the campus, he also sought to build up Northeastern's image. The university launched a \$3 million branding campaign, using newspaper ads, billboards, and public-radio sponsorship to make Northeastern a household name.

A May 2005 article in Boston magazine reported on the increasing tendency of New England universities to aggressively position themselves in an ever more competitive marketplace. At Northeastern, the article said, "Freeland's stroke of genius has been to not only openly embrace the [U.S. News] standings, but to actually incorporate them into his marketing strategy."

"One of the great strengths of the Freeland years has been public relations," says Robert Hall. "It's been masterful."

If external public relations was skillfully handled, internal marketing was seen as critical, too. Freeland knew that, on campus and among alumni, the idea of getting into the top 100 raised some eyebrows— why should there be so much emphasis placed on a consumer-magazine ranking?

It's not about a number, he's always said. The goal is to improve academically, to become better known and more respected.

Assistant history professor Gerald Herman, MA'67, another longtime participant in university governance, is blunt when he notes many wondered if entry into the top 100 could really be achieved. "At the beginning," he says, "there were a lot of people holding their breath, waiting to see."

Yet Freeland's staunch commitment to a tangible goal, observers say, got everyone to sit up and take notice.

"The president articulated a vision that captured and energized faculty and staff," says Abdelal. "This is really a major thing, to articulate a vision that can inspire people."

"He turned Northeastern into an academic institution with very high ambitions, and essentially put his money where his mouth is," says Herman. "Richard's major achievement has been to provide us with the better university that we promised ourselves when we downsized in the 1990s."

Northeastern's rapid progress "surprised everybody, including Richard," says James Stellar, College of Arts and Sciences dean. "No one would have predicted this."

An outside voice puts the achievement into a larger context. "This is one of the most remarkable transformations in higher education in the last decade," says Robert Zemsky, chair and CEO of the Learning Alliance for Higher Education, a University of Pennsylvania-based organization that helps higher-ed institutions with academic and management issues. "Richard's legacy is that he said to the Northeastern community, 'We can be a major player.'"

Zemsky acknowledges Freeland was the beneficiary of some good luck. "Northeastern had a really aggressive board chair [Neal Finnegan]," he says. "The demographics were all in Northeastern's favor. Boston, which was always sort of a hot city, became a really hot city. And [Northeastern officials] settled on a strategy of borrowing money to build dorms at a time when there were really low interest rates."

However, Zemsky says, luck doesn't explain the outcome: "This was a good time for change, but it had to be done by people who knew how to respond to change."

Zemsky's characterization of Freeland's top-100 vision, given Northeastern's history?

"Daring," he says.

Growing pains

As Northeastern's journey toward transformation continued in the fast lane, two problems erupted that drew the university's and the president's attention.

In spring 2001, after hearing the university planned to tear down and relocate the John D. O'Bryant African American Institute as part of the West Campus expansion, African American students occupied the institute building for several weeks in protest.

Nearly three years later, after the New England Patriots won the 2004 Super Bowl, student rowdiness in the Fenway neighborhood escalated into out-of-control crowds. In the melee, a Northeastern student's brother was struck by a sports utility vehicle and killed.

The incidents were deeply troubling to Freeland.

On paper, it made sense to raze the old African American Institute building to put up a new structure. The plan was in keeping with efforts to create a more residential campus and maximize academic space. And, after initial discussions with students, Freeland had already agreed not to move the institute into an existing building, but to house it in the new structure—which would also include dorms and classroom space—and give it a separate entrance.

But African American students decried the change, pointing to the historical significance of the institute, which had served as the center for black student life on campus for thirty years.

Robert Hall says the students' insistence on a freestanding structure did involve "a certain amount of hugging the building." Overall, though, he thinks Freeland and other officials could have handled the situation more deftly.

As it happened, the final decision to demolish the building was made in a closed meeting, and no formal announcement was made to the large group of students waiting to hear the upshot. When word trickled out, students pursued Freeland's car down Huntington Avenue, then held a rally that blocked traffic for several hours.

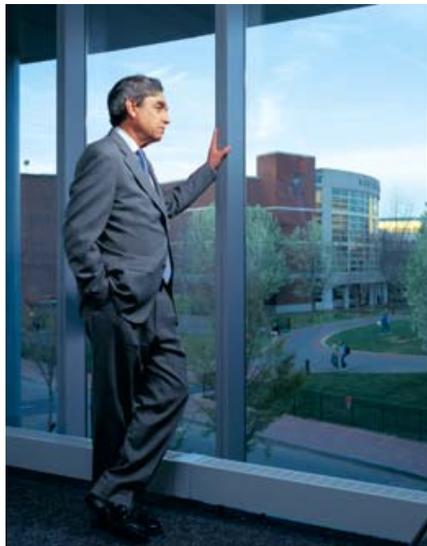
"I'm very proud of the fact we're working our way through that," says Freeland today. "But that was a very bad day."

The events that cascaded after the Super Bowl also left their scars.

After the game ended, students in the Fenway neighborhood spilled into the streets. As their numbers grew, they flipped cars, hung from trees, threw beer bottles, set bonfires, and had to be subdued by firefighters who sprayed them with hoses. Several were arrested. On one street, an SUV plowed through the crowd, killing the brother of a Northeastern student and severely injuring another student.

In the days that followed, voices in the media and the political arena blamed Northeastern's students and administration for the mayhem. University officials posted photos of the crowds on a website and made it clear they wanted the names of troublemakers. Several students were later expelled, and several others were disciplined.

The university formed a task force of community members, student leaders, faculty, staff, alumni, and parents to evaluate what went wrong that Sunday night and how university-neighborhood relations could be improved.



In another step, Freeland decided to cancel the 2004 Springfest concert, which would have featured popular hip-hop artist Ludacris. "This isn't the time to have a party for ourselves," he said. "The message we want to send is . . . we can be responsible contributors to the life of this city."

Students were angered by Freeland's decision. He took some heat from the 150 students who packed a late-February meeting held in the Curry Student Center. An Internet petition blasting the move gathered 2,000 names. Many argued it wasn't fair that all students should be punished for the actions of a few.

The press, however, thought differently. Both major Boston newspapers gave Freeland a thumbs-up. "It's exactly the right message," wrote the Boston Globe. The Boston Herald praised Freeland's "sound leadership."

Intense discussions about defusing town-gown tensions were undertaken with city officials. A plan was hammered out to move 900 students out of Fenway apartments into new dorms, where they would be less likely to disturb neighbors. Currently, Northeastern is working with neighbors and city officials as it develops its new master plan, which will outline how and where the university will build over the next short term.

Even before 2004, however, Northeastern had made strides in community relations on Freeland's watch. A collaboration among the university, the neighborhoods, and the city built Davenport Commons, a Columbus Avenue complex that combines dorm rooms with affordable housing for the community. It sits across the street from a new squash and recreation facility, used by city residents and the university community, which Northeastern donated the land for and maintains. Faculty, staff, and students have stepped up their involvement in the city's daily life, consulting and volunteering in such areas as health care, community development, and education.

Obviously, as Northeastern becomes more popular and more residential, more opportunities for friction between students and neighbors will arise. And so Freeland sees a silver lining to the Super Bowl incident. It prompted the university to revise its orientation sessions and communications with students, he says, "to drive home the point that, if you're going to come to Northeastern, you've got to understand that you're expected to be a citizen in this town."

From their perch on the other side of the generational divide, student leaders give Freeland high marks.

"President Freeland has been very supportive of the students' initiatives," says Ashley Adams, outgoing Student Government Association (SGA) president. "He's always been there to help."

Former SGA president William Durkin says that, though some students have wanted a more personal connection with Freeland, "I don't know if that's really his style. He's not going to walk around campus strutting his stuff with a whole cohort of people behind him. He's more of a reserved person. But when you do talk with him, you get that genuine sense that he really cares about students."

Asked his opinion of the student body, Freeland says the Super Bowl aftermath was particularly painful for him because he holds Northeastern students in such high regard. He's convinced the incident doesn't typify them.

In fact, he speaks of students like a proud father. "I have been impressed by their seriousness, directedness, and maturity," he says.

Challenges ahead

If Northeastern took the occasional beating in the press, it's also received some ringing high-fives. Perhaps the most visible was a lengthy 2003 Boston Globe article titled "A Higher Grade," which outlined Northeastern's improvements and increasing popularity, and proclaimed it "a hot school."



Three years earlier, Northeastern's growing popularity had helped cause a sticky situation. In 2000, the university inadvertently admitted 25 percent more freshmen— 600 people— than planned. It had to scramble to provide additional classroom space, instructors, housing, and parking. Still, many believed, this also carried a silver lining: Better too many interested than too few.

From Freeland's point of view, building interest in Northeastern among prospective students and parents is crucial because, over the next few years, a shift in demographics will make things more challenging for universities in general. There will be fewer numbers of high school students, for one thing. And colleges in New England are expected to lose some popularity to colleges in other regions.

As a result, Freeland believes, Northeastern has to attract students by offering more financial aid. Over the past ten years, aid has gone up 300 percent, and distribution, in the past aimed most heavily at freshmen, is now more evenly divided across the classes. Despite the gains, Freeland says, the aid Northeastern provides is not enough.

"It's still below that of some competitive institutions that are better established as top-tier," he says. "Why would students want to come here and pay more? The answer— and this has been our salvation— is that we offer something special. A lot of smart kids figure that out. They and their families are ready to accept a degree of sacrifice to have the benefits a Northeastern education offers. But I wouldn't want to bet on that working forever."

Overall, Freeland says, he's concentrated on building and strengthening programs, and advancing the concept of a smaller, better Northeastern. He hopes the next president can shift attention to other issues, such as raising money and fostering ever-stronger relations with neighboring communities and the city of Boston.

He also looks forward to big improvements in alumni relations. "We need to overcome years of, at best, intermittent communication and cultivation," he says, "and move rapidly into a universe where our alumni are as engaged with and supportive of us as the alumni of institutions that have been at this for generations."

Meanwhile, if Northeastern has plenty to accomplish over the coming years, Freeland does, too. One priority, he says, is to travel more. He and his wife, Elsa Nunez, the vice chancellor for academic and student affairs at the University of Maine system, have been able to piggyback travel in South Africa and China

onto Freeland's work-related trips. They've also managed brief visits to Sweden, Holland, and Ireland. Last year, they took their first "real" vacation abroad in a long time, spending two weeks in Prague, Vienna, and Budapest.

After retiring, Freeland will serve as a visiting professor of higher education at the Harvard Graduate School of Education. He'll also join the board of the Boston Museum Project, which is creating a museum devoted to Boston history on the Rose Kennedy Greenway. And he's considering writing projects, perhaps even another book.

"It has been my intention all along to leave the presidency when I was still young enough and healthy enough to do something else," says Freeland. But, he adds, "the truth is, it is very hard for me to leave the Northeastern presidency."

He acknowledges, with a tinge of regret, that he won't be at the helm when the university finally reaches a particular milestone. "I would love to be here when Northeastern gets into the top 100, which I believe we will in the next two or three years," he says. "But my deeper goal was always to make sure Northeastern was securely positioned as a top-tier university, whatever the number ranking was." It's there now, he believes.

To any candidate for the Northeastern presidency, Freeland offers this advice: "Love the institution and our work. If you don't think you can love what we are and what we are about, don't take the job. That would be a sin. Embrace the role with your whole heart."

As he prepares to leave his dream job, there's one thing, above all, from which he draws deep satisfaction. "From an emotional point of view," he says, "the most rewarding thing has been seeing people believe in themselves more, and believe in the institution more.

"Whatever we may say—whatever poses we may strike as skeptical, sophisticated academic people—the reality is an awful lot of our identity is caught up with the identity of the institution where we work. And we feel better about ourselves depending on how that institution is perceived in the world," he says. "To the extent that Northeastern is perceived as an institution of increasing excellence and increasing stature, that just makes us all feel better about who we are, and what we're doing, and more affirmed in our efforts in the world.

"That," Freeland says, "is a wonderful process to observe."

Karen Feldscher is a senior writer.

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Panama's Finest

A trailblazing cop draws on Boston roots to help a new democracy keep its streets safe—and its people uplifted

Three basic tenets:

All people have value.

Those who go wrong, given half a chance, can often find a way to redeem themselves.

Those in danger deserve immediate, effective protection.

Three ideas that combine a hard-nosed pragmatism with a determined idealism. An unusual belief system for a policeman, perhaps. But Donald Gosselin, UC'87, is no ordinary Boston cop.

He's a lot more interested in helping people than punishing them, for one thing. And, for now, he's traded his former East Boston district for a larger and more complicated jurisdiction. Since 2004, Gosselin has been working as an adviser to the U.S. State Department in the Republic of Panama, helping to reshape the police forces in that emerging democracy.

The southernmost nation in Central America, Panama was a military dictatorship until 1989, when the United States invaded and removed General Manuel Noriega from power. Earlier in his career, Noriega had been the head of Panama's secret police; he was also a former CIA operative and an accused drug trafficker.

Once he was out of the picture, Panama faced a major challenge. Noriega had conflated the army and the police into a single entity that was abusive and authoritarian. Now the country needed a well-trained, legally functioning nonmilitary police force.

The United States sent police advisers to help. But such advisers generally come from federal agencies, not city departments, and that's not always the best fit. If you're policing the streets, it helps to have street-level experience.

Gosselin does. At forty-six, he has more than twenty years of experience in a Boston police force that's undergone its own significant transformation. In fact, when he started studying Panama's police force, charged with maintaining law and order for each of the country's 3.1 million citizens, he saw much that was familiar.

"What I found in the Policia Nacional," he says, "was a department that in many ways resembled the Boston Police Department of 1979—no technology, top-down management, keeping its own counsel."

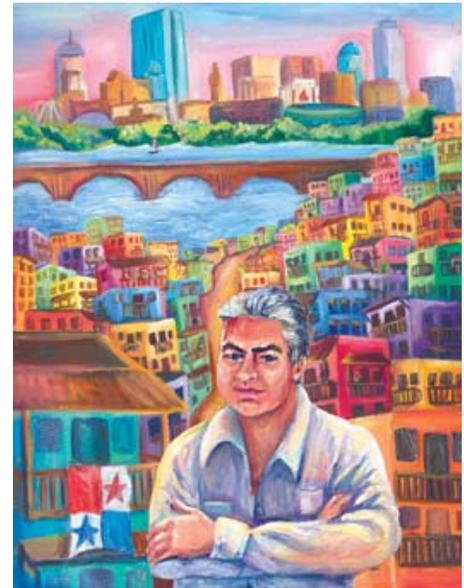


Illustration by Elizabeth Flurry

Photography by Chris Fauske

All things Gosselin knew he could help change.

"It's what you do that matters"

Even as a youngster growing up in the Hyde Park section of Boston, Gosselin was attuned to social issues most kids never notice. "I saw many problems," he says simply. "Poverty, political corruption, racism, social injustice."

His awareness was heightened by the instruction he received at Catholic Memorial School, a private school in West Roxbury run by the Congregation of Christian Brothers for boys in grades seven to twelve. It was, Gosselin says, "an education all about community service. The Christian Brothers' mantra is, It's what you do that matters—because what you say really doesn't."



On the waterfront: A Fullbright first brought Gosselin to Panama City in 2003.

At Catholic Memorial, Gosselin decided he wanted to serve the community as a member of the Boston Police Department (BPD). Anything else, he says, would have felt like he was turning his back on the problems he saw.

And he wanted an education. So, in September 1978, he enrolled at Northeastern and started to work toward a bachelor of science in criminal justice. In December 1979, he became a police cadet. He joined the BPD as an officer in the field services bureau.

"I began my career full of enthusiasm and new ideas," says Gosselin. "But the first casualty for any rookie is his sense of innocence and naiveté." It didn't take him long, he says, to see that in many ways the BPD was "a hidebound, parochial, and inbred institution that rejected any new idea."

In Roxbury, for example, the new District 2 police station "resembled a pillbox on the Norman coast," he says. "The message to the community was loud and clear—we were an occupying force. That wasn't the type of approach to policing I had in mind."

As Gosselin worked as a cop, he chipped away toward his bachelor's degree. It took him nine years to get it, "one small piece at a time," he says. He went on to earn a doctor of law and jurisprudence at Suffolk University Law School in 1994.

It was at Northeastern, Gosselin says, that he learned to look at situations carefully. "My classes taught me to follow the evidence and not to prejudge. And that every complex problem has a simple solution that is almost inevitably wrong."

He also studied historical contexts. He says he

remembers criminal justice dean Norman Rosenblatt stressing that "our system of justice wasn't just cobbled together happenstance. Rather, it evolved over millennia, and many key thinkers contributed to its development: Plato, Hammurabi, the Hebrews, the Romans, Napoleon, Rousseau, Locke."

But Gosselin was especially inspired by a living example. Assistant criminal justice professor Jim Reed had been convicted of rape and assault as a young man, and served years in the Massachusetts prison system. After he was released, he counseled parolees in Roxbury, earned a master's in education at Harvard, worked as an urban-planning consultant at Arthur D. Little, then joined the criminal justice faculty at Northeastern, where he became an assistant dean and cofounded the university's African American Master Artists in Residence program.

Reed "never hid the fact that he was convicted of rape and that he paid for his crime with a lengthy prison sentence," Gosselin says. "The fact that he was given a second chance by both society and academia speaks volumes about his redemptive journey. From him, I learned young people have the capability of making mistakes and later achieving great things."

Fix the broken windows

On the force, Gosselin was attracting the attention of people who wanted to change the way the Boston police did business, people like Al Sweeney, then a member of the BPD command staff and a Northeastern lecturer, today the associate director of the Northeastern University Police Department. Sweeney recognized Gosselin "was one of those outstanding recruits you come across from time to time. He was driven, motivated."

By 1985, Gosselin was a detective working in the drug control unit, the youngest detective in BPD history. He went on to serve as an agent on a joint Boston Police Department?Drug Enforcement Administration task force, then as an internal affairs investigator.

James Claiborne, now the BPD's chief of professional development, was attentively watching Gosselin's progress. "Don puts his heart and soul into policing," he says. When Claiborne was made the captain of District 7, East Boston, he requested Gosselin be assigned there, too. From 1995 to 1999, Gosselin was a sergeant detective in East Boston. In 2001, he took over as the district's detective commander, supervising as many as eight other detectives.

In the early 1990s, a new attitude had started gaining momentum at the BPD. It was an approach based on the "broken windows" theory of policing, which holds that basic quality-of-life declines can lead to escalating spirals of crime, fear, and disorder.

Curb social problems while they're still small, still at the level of vandalism, vagrancy, or public drunkenness, say broken-windows proponents. Community outreach forms one prong of the approach. Aggressive policing is the other.



A national force: Gosselin in the saddle at a Panamanian festival.

By the time he got to East Boston, Gosselin enthusiastically endorsed this new mindset. Father Robert Hennessey, pastor of the Most Holy Redeemer parish—he calls Gosselin “a great man”—remembers how the detective introduced himself to the largely Hispanic neighborhood.

“He literally came to the door, asking what we could do together,” the priest says. “He established a series of meetings on Sundays—not the most convenient time for the police or for us, but that was when our parishioners could make it. He brought the police captain over here. Sometimes there’d be only one or two people, but the numbers grew.”

Not long after the outreach began, an East Boston resident was killed by two police officers. “Before, that would have caused an explosion,” Hennessey says. This time, the captain came for another neighborhood meeting, and a sense of calm prevailed.

And when a young boy was arrested, Hennessey recalls, “Don went to the family’s home, told them what was going on, guided them through the process, and gave them advice. He went out on a limb for them.”

But assertive enforcement was always part of Gosselin’s style, too. Sometimes he’d resort to elaborate stratagems to catch the bad guys. In 1997, for instance, he and fellow officer Joseph Fiandaca figured out a way to round up at-large repeat offenders. Under the guise of a fictional company called Crown Casting, they sent out individualized letters to people on the East Boston want list, telling them they’d been selected to work as extras on a film starring Robert DeNiro and Wesley Snipes.

In a boiler room set up at the police station, officers fielded telephone inquiries from eager would-be stars. Several weeks later, undercover police set up a mock soundstage on Boston’s waterfront, and a fleet of specially marked MBTA buses were dispatched to bring East Boston’s most-wanted in from different locations around the city.

Seventy-five offenders were arrested that day, and at least a hundred others turned themselves in over the

following weeks. Gosselin and Fiandaca received the BPD's annual problem-solver award in recognition of their success.

All the police strategies seemed to be working. By 2004, East Boston's violent crime rate was roughly equivalent to what it had been in 1969. Despite the victories, though, there were constant frustrations, many revolving around language.

"The biggest problem in this community is the communication barrier," explains Arthur McCarthy, Gosselin's successor as chief of detectives in East Boston. The neighborhood is home to many recent Hispanic immigrants. About 60 percent of the population speaks English as a second language—or doesn't speak English at all.

Even so, for a time under Gosselin's watch District 7 didn't have a single Spanish-speaking detective. Muggings began to be more common on Friday and Saturday nights, as people left work with money in their pockets. Though Gosselin assigned decoys and extra patrols, they weren't bilingual and therefore had little impact. He pleaded with the BPD brass to give him at least one bilingual detective; he got nowhere.

Gosselin thought the situation was so serious, he convinced the department to give him vacation time so he could go to Costa Rica and put himself through language school to learn Spanish as quickly and intensively as possible.

His initiative, his BPD colleagues say, was starting to outstrip what the department was ready to support.

An offer from the State Department

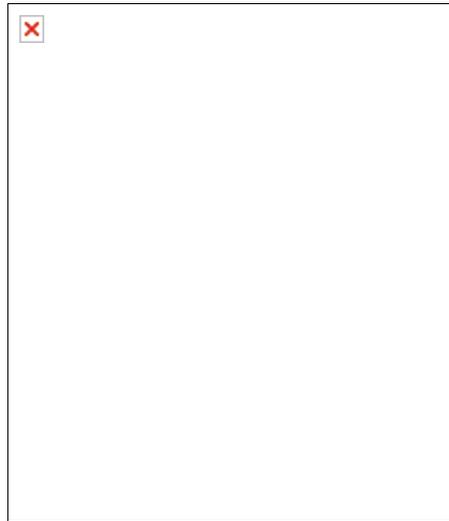
Along with his responsibilities at the BPD, Gosselin taught at local colleges. In 1999, he became the Longwood Professor of Criminal Justice at Newbury College, in Brookline. He was also an adjunct law professor at Curry College, in Milton.

One day, a Newbury colleague mentioned to Gosselin she thought the ultimate challenge for any educator was winning a Fulbright Scholar grant, because it requires such a high degree of fluency in another language and culture.

Intrigued, he applied for a Fulbright. And got one. It took him to Panama City, Panama's capital, for three months, from September to November 2003. He designed and presented a series of conferences for the Policia Nacional on police modernization, professionalism, and accountability.

Fourteen years after the U.S. invasion, Panama was an interesting laboratory for an activist cop. The civilian police still weren't connecting with their communities. Officers and residents viewed each other with mutual distrust. Signs of serious disorder were everywhere, including the violent youth gangs who were taking control of Panama City's ultra-impoverished barrios.

The U.S. government's early attempts to create an effective Panamanian police force had failed. As Gosselin explains, "I can't think of any FBI agents who go to community crime meetings. I can't think of any FBI agents who answer domestic violence calls. That's why it's necessary for these kinds of advisory positions to be staffed by police officers."



"Don integrates himself": Agüero (right) visits Gosselin at home.

His advice to Panama's police in his talks to them: Be a cop who will enforce the law without fear of consequence, but be a real member of your community. Among those persuaded of the wisdom of this approach was Jon Danilowicz, director of the U.S. State Department's narcotics affairs section in Panama. It was through Danilowicz that Gosselin got an offer to return to Panama in 2004 as a full-time adviser to the State Department.

Gosselin believes even his job title speaks volumes about the attitudes he's there to reverse. "My official title is law enforcement development adviser," he says. "The term 'law enforcement' died a quiet death in the late seventies, but I guess the State Department never read the obituary. Law enforcement is really only a small part of the modern police mission. I'm really here to help brother officers develop the policing profession as a whole."

Today Gosselin lives in a house he's bought in Panama City on a former U.S. Air Force base. It's a typical two-story middle-class residence, with a patio and an open-air living area.

On the job, nothing is typical, Gosselin says, because the challenges are so varied: "On any particular day, I could be at one of the police academies, or meeting with a zone commander, a strategic planning board, the police technology board, the attorney general, prosecutors, detective commanders, the minister of government. That's the beauty of this career."

Gosselin works closely with Bartolomé Agüero Martínez, the recently promoted chief of the Policía Nacional's metropolitan division, which polices Panama City. The crime in Agüero's district accounts for nearly 65 percent of Panama's total crime.

Before Gosselin, Agüero says, the police in Panama "were reactive. Every day, we went out on our streets and expected something to happen. We didn't control what we did."

Now Gosselin is teaching them to use different strategies, Agüero says. And he has credibility because "he's a policeman, a cop. The people preceding Don were either diplomats or DEA, and they had a focus

based on their knowledge. When we spoke about community policing, at-risk groups, community involvement, these were not concepts they took to well. But Don integrates himself with our job. He's very respectful. He's lived in these situations, and that allows us to understand each other."

Jaime Jacome de la Guardia, director of Panama's National Technical Judicial Police, the force charged with investigating crimes once they've occurred, says he's benefited from working with Gosselin, too. "We talk about transparency and integrity," Jacome says. "We're developing a project to enhance our capacity to manage a crime scene, and we have a technology project that will allow the chief of police and his staff to manage and share information.

"This is bringing a dynamism to the police," he says. "We understand better what we are doing."

One strategy Gosselin emphasizes is empowering beat officers to identify and solve problems. He believes the people who are closest to a problem have the best chance of fixing it. This is the opposite of the top-down management style used in paramilitary police forces. "Police officers who are managed top-down are nothing more than soldiers or robots waiting for their superiors to give them orders," he says.

Instead, Gosselin wants a take-charge attitude to operate at all levels of the Policia Nacional. Community leaders have their own part to play as well. Driving through one of Panama City's poorest, most crime-ridden neighborhoods, where the average income hovers around seven dollars a day, Gosselin recalls for a visitor how he convinced bank officials in Boston to let undocumented immigrants open bank accounts.

Such a shift reduces the business that goes to illegal moneylenders and high-interest check-cashing shops, he says, and saves low-income residents money. It helps lower the number of burglaries by eliminating a primary target for thieves—cash stored at home. It also encourages citizens to trust in their government's capacity to ensure a civil society.

It's not just altruism. It's a good example of problem-oriented policing. Being able to open a bank account demonstrates that social opportunity is available to everyone. For policemen like Gosselin to build trust within a community, the community as a whole has to invest in the effort.

Like "turning a supertanker"

Sometimes the challenges facing Panama's police seem almost insurmountable. Gustavo Perez, the director of the Policia Nacional until July 2005, ticks off a couple without hesitation. "We don't have a budget for bulletproof vests or vehicles. About half the police on the streets don't have radios."

The starting salary for police officers is just \$300 a month, yet many officers buy their own cell phones so they're able to communicate on the job.

Gosselin has an annual budget of a little over a half-million dollars. Though it's not a lot of money, it's supported the creation of a nationwide crime database and an intranet that aids in crime analysis, transparency, and accountability. These investments have allowed the Panamanian police to devote their own scant resources to buying police cruisers and

equipment.

Some of the procedural changes Gosselin has helped introduce at the Policia Nacional seem basic but, in fact, represent a significant break with tradition. For instance, any police officer can now pull over someone who commits a traffic offense, something only members of the traffic division were authorized to do before. And the 2,000-person camouflage-wearing paramilitary unit that patrols Panama's borders will soon no longer be part of the Policia Nacional. "Soldiers make bad cops, and few cops make good soldiers," Gosselin explains.

Gosselin likens his work with the Panamanian police to "turning a supertanker a hundred and eighty degrees on the high seas. It isn't done by yanking on the rudder but incrementally, by degrees.

"All the top-echelon commanders were once soldiers," he says. "All were trained as soldiers. Convincing them their form of management is counterproductive to effective policing is a daily face-to-face exercise. You win them over one at a time. When we convince a sufficient number of them to embrace modern practices, that's when the tipping point is reached and true organizational change is achieved."

Coincidentally—assisted by Danilowicz, a Worcester, Massachusetts, native—Gosselin is also engaged in another painstaking feat. In a country staunchly devoted to the New York Yankees (Yankees closer Mariano Rivera is Panamanian), he's persuaded a small cadre of policemen to become Red Sox fans.

Those who know Gosselin say that he sees his policing work as a mission, that he takes the motto "Dios y Patria," tacked to his office wall, very seriously. McCarthy, the detective commander who succeeded him in East Boston, puts it this way: "On a spiritual level, I think Don feels a mandate to do the right thing."



Urging transparency and integrity: With Jacome (left).

Gosselin is working with the State Department on a year-by-year contract. Whenever he finishes his assignment, he says, he hopes Panama will stand as a beacon of good policing in the Americas. When Venezuela or Cuba decides to civilianize their military police forces, he hopes they'll want to come to Panama to learn what to do.

The lasting legacy of his work in Boston suggests his efforts will succeed. "When Don left East Boston," Father Hennessey says, "I thought the progress he'd made would collapse, but it's gone on because of the

groundwork he laid."

McCarthy pinpoints the reason why his predecessor's efforts have staying power. "Don's not shy about involving others," he says. "He's not a one-man show."

In Panama, Aguero says, "it doesn't matter whether Don is here or I am here. We've learned a culture. Many of the people from the U.S. we've worked with in the past, it takes them a long time to learn and then they leave." The experience with Gosselin has been different, he says—more of a conversation between people who speak the same language and want the same things.

Gosselin learned this language in classrooms and on the streets of Boston. Now he's sharing it with an entire nation, to help its citizens build the kind of lives he believes they deserve.

Chris Fauske is associate dean of arts and sciences at Salem State College, in Salem, Massachusetts.

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In Another Country

As a tribal attorney for the Cheyenne River Sioux, Margaret Bad Warrior, L'04 is living an unexpected life on a South Dakota Reservation.

By Lewis I. Rice

The French legal philosopher Jean Bodin formulated the modern concept of sovereignty. To learn about it, you could read Bodin's 1576 treatise *Six Books of the Commonwealth*.

Or you could talk to Margaret "Peg" Bad Warrior, L'04, a tribal attorney for the Cheyenne River Sioux. She may not have devised her own treatise on the subject, but she certainly expresses her feelings about sovereignty clearly and directly.

For instance, when asked why it's important for Indian tribes to have sovereignty—the independence and self-government that gives them jurisdiction over their members and territories—Bad Warrior first draws a simple parallel. The Indian people want sovereignty, she says, for the same reason the people in her ancestral home of Ireland want it, for the same reason people in countless nations have struggled and died for the right.

She goes on to decry recent U.S. Supreme Court decisions that have curtailed the sovereignty of the Indian people. Then she gets to the heart of the matter: "Why is sovereignty important? It's important for controlling the choices in your life."

Making her own decisions is something Bad Warrior, thirty-eight, has been doing since she was a teenager, often defying convention and parental influence along the way—going off to a series of eclectic jobs, then to the University of California, Berkeley, and Northeastern's School of Law, and finally to South Dakota, where she's an Indian law practitioner who never formally studied the subject.

Where she's an outsider who's found an unlikely home.

On behalf of the tribe

The former Margaret Eagan has put down roots in Eagle Butte, South Dakota, having married Dugan Bad Warrior, a Cheyenne River Sioux tribe member. They have a child, Martha, born November 2004, and another due in June.



Margaret Bad Warrior
Photography by Kevin Eilbeck



She lives and works on a reservation that's nearly the size of Connecticut but, with about 14,000 residents, has roughly a tenth of the population of Hartford.

As one of three tribal attorneys, working out of a basement office at tribal

headquarters, Bad Warrior defends the Cheyenne River Sioux against lawsuits, "mostly small-potatoes housekeeping kind of stuff," she says. Many are employment cases brought by people who work for the tribe, for which the tribe has the benefit of the same kind of sovereign immunity enjoyed by any government entity.

The meatier cases involve lawsuits brought by the tribe, typically against the U.S. government. Under various treaty obligations, the federal government provides services and money to the tribe. When those obligations aren't met, Bad Warrior negotiates with the applicable federal department, then sues if necessary.

She cites a recent case in which the U.S. Bureau of Indian Affairs threatened to withhold education money in the middle of the school year, contending that the tribe's contract for providing education services didn't conform to the No Child Left Behind Act. Pointing to a clause in the contract that stipulated at least four months' notice to renegotiate its terms, Bad Warrior threatened an accelerated appeal, and Indian Affairs released the money.



Over the centuries, the U.S. government and the Indian people have had a troubled history, one that clouds the current relationship and the laws that govern it. Bad Warrior mentions an infamous battle cry from the 1860s, "Nits make lice," a call for Western settlers to wipe out Indian children.

And she points to the boarding schools that operated into the mid-twentieth century to house Indian children who were removed from their families and culture. "The idea was to kill the Indian to save the man," she says of the children. "Dress them in Western clothing, cut their hair, forbid the speaking of language and the practice of Indian customs, and send them back to their families basically strangers."

Indian policy, Bad Warrior says, has swayed back and forth between attempts at forced assimilation to recognition of self-determination, leading to a morass of contradictory laws and regulations still on the books.

Mistreatment continues today, she notes. Even before she received her law degree, she worked with the Cheyenne River Sioux as an Indian child-welfare attorney, her first job with the tribe. She'd write briefs for state Supreme Court appeals on cases that terminated the parental rights of Indian families. She says she saw Indian children in state custody who didn't belong there.

If a family is Indian, the state is much more likely to "remove children first and ask questions later" than if the family is white, Bad Warrior says. Indians make up only about 12 percent of the state's population, she says, yet two-thirds of the children in the South Dakota social-service system are Indian. Many of these children are placed in foster care and adopted by non-Indian families.

"A lot of times the reasons for removal are pretty flimsy, racially motivated, and also class motivated," says Bad Warrior. "The child welfare system is really based on middle-class values. When [state authorities] look at a family that's poorer, oftentimes they see neglect. If that were a child of a bank president, they would not see neglect."

Bad Warrior has worked with fellow advocates to pass a state version of the federal Indian Child Welfare Act, which she says would give a higher level of protection to Indian families. Though a commensurate law has passed in several states, thus far it has not been successful in South Dakota.

Outside of work, Bad Warrior tries to change the prevailing culture by leading a class in anti-racism training, similar to one she took in Cambridge while she was at Northeastern. She's currently teaching in Rapid City and hopes one day to offer the class elsewhere in South Dakota. The curriculum challenges white people to recognize the privileges their status grants them and, in Bad Warrior's words, "undo networks of racism that white people continually generate amongst ourselves."

Talking about racism is one thing, she says. It's also important to move from talk to action.

Growth of an advocate

One day, when she was a little girl, Bad Warrior and her mother drove past a field with a solitary tree, which had grown into a perfectly round shape. Her

mother said she wanted her daughter's mind to develop like that—without a lot of influences, so that it could take whatever shape it would naturally form.

Years later, Bad Warrior was reminded of that moment by her mother. The grown daughter says she was touched by the sentiment.

Her mother, on the other hand, thought for a moment and said, "Gee, that really backfired."

Indeed it did, from the perspective of a religious, politically conservative woman raising a daughter with a mind of her own in Marlborough, Massachusetts. Bad Warrior sums up the experience of growing up in the small middle-class city west of Boston in a single word: "White." The state never removed any of the kids in her neighborhood, she adds.

Bad Warrior left home at sixteen, having graduated from high school early, and made her way to California. She worked a series of jobs that required no professional skill, from delivering tickets for a travel agency to dealing poker at a Los Angeles casino. While studying at a community college, she was accepted at Berkeley, where she got a bachelor's degree in music in 1993. After graduation, she worked as a choral director and a graphic designer.

But it was as a volunteer for Oakland's Prison Activist Resource Center, which calls itself "the source for progressive and radical information on prisons," that Bad Warrior says she felt "like a fish in the sea." She liked visiting prisons and interacting with the inmates. "When I go to see someone who's in prison, I'm not seeing someone who's 'other,'" she says. "They're just like anyone else. You've got to learn the facts of the situation."

Her social conscience derives from just scraping by in her twenties, she says, which exposed her to a world different from the privileged white neighborhood of her youth. She believes those who work in low-status jobs work just as hard, if not harder, than those at the top of the economic ladder. During her years in California, she met all kinds of people, from sex workers to transients, people who struggled day to day to survive. The experience educated her as much as her studies have.



"She has a very curious mind and an open heart toward people," says Northeastern classmate Judith Moman, L'03, a juvenile court clerk in western Massachusetts. "That naturally brings her into contact with a broad spectrum of people and makes her aware of the realities of their circumstances."

Before coming to Northeastern, Bad Warrior worked for Berkeley's Young Musicians Program, which trains musically gifted students who can't afford specialized training. Many of the students go on to prestigious conservatories, where some hit a wall and fail. Teaching kids about the mechanics of an instrument doesn't necessarily prepare them for a rigorous program, Bad Warrior realized. Law school, she hoped, would allow her to address some of the deeper issues that prevented those kids from succeeding.

At Northeastern, she continued working on behalf of prisoners, joining the school's Prisoners' Rights Clinic as well as the Poverty Law Clinic. She also enrolled in a joint degree program with Tufts University that would earn her a master's in public health along with her juris doctor.

Despite her activist passions, Bad Warrior rarely spoke out in class. She describes herself as shy, so much so that a trial practice teacher told her that perhaps she wasn't suited for the courtroom. But, says Moman, "when she spoke, everybody was definitely going to pay attention to her opinion. She had the ability to express herself clearly and be very persuasive without being aggressive."

Since Northeastern doesn't offer classes in Indian law, Bad Warrior wasn't exposed to a subject that now dominates her professional career. But the school gave her something she says will endure no matter which specialty she's in.

"Most people who go to Northeastern have the opportunity to go to fancier schools," Bad Warrior says. "The reason why I picked it was I figured the people who choose to go to Northeastern were the people I'd want to make connections with and work with after I was done with school. That was a heck of a good thought. I did meet a lot of superb people whom I'm very glad I know and depend on all the time."

Two of those classmates, Alex Cleghorn, L'03, and Theresa Witherspoon, L'03, currently work for California Indian Legal Services. Cleghorn and Bad Warrior were in the Prisoners' Rights Clinic together, where, he says, she "helped remind me in difficult times that what we were doing was the right thing." Cleghorn, who's a native Alaskan of Aleut/Alutiiq ancestry, today confers with Bad Warrior on Indian law issues. He says he's seen her command of the subject develop over a short time.

"I value her friendship, and I value her as a long-distance colleague," Cleghorn says. "I'm glad to know her. And I'm glad to have gone to a school like Northeastern that fosters a noncompetitive environment. It allows students to form strong friendships with one another that carry out in our lives as practicing attorneys."

Home on the plains

Bad Warrior came to practice in South Dakota by a typically circuitous route. Through her work at the Prison Activist Resource Center, she had become friends with a woman incarcerated in a California federal prison. When Bad Warrior visited the woman's family in Rapid City, her hosts urged her to do a co-op in South Dakota to see if she would like the area. They led her to state representative Thomas Van Norman, a senior tribal attorney for the Cheyenne River Sioux and a member of the tribe, who hired Bad Warrior as a legal/legislative intern.

Her first night after arriving for the co-op tested her affection for her surroundings. As she was sleeping, two teenagers crawled through her window. One of them jumped into bed with her, saying, "I'm going to sleep here tonight." She informed him he was not and escorted the intruders out.

Bad Warrior relates the story as if she's telling a joke, betraying no sense of menace in the encounter—probably just two drunk kids fooling around. "If you can kind of roll with things," she says, "you'll find this is a wonderful place to live."

She liked South Dakota so much she decided to go back in summer 2003 after her last quarter of classes at Northeastern, to work a co-op with the Indian child welfare attorney in Eagle Butte. Her first week on the job, the attorney quit.

Bad Warrior took over, thanks to state student-practice rules that allowed her to work as an attorney before graduating from law school. By the time she got her degree, she had worked for six months as a full-time paid attorney. Eventually, she moved into the job of tribal attorney.

"Because of her educational background, she could work on complex legal issues, and she has the skill of being able to get along with almost everyone she meets right away," says Van Norman. "She knew there was tremendous need. We could use twenty or thirty more folks like her."

Bad Warrior acknowledges, however, she faced "a horrendous learning curve" as she worked to understand Indian law. Part of that understanding involves knowing the history of the tribe. She also needs to know tribal codes, the tribal constitution, and federal Indian law. Complex legal issues surround seemingly mundane matters, such as when the tribe decides to open a credit union or a nursing home.

And while Bad Warrior's position makes her a big-time government attorney, her surroundings make her a small-town lawyer. People walk off the street into tribal headquarters and ask for advice, not all of it legal. Bad Warrior listens anyway, because that's how you deal with people in a small town.

She's heard things she would never hear in Massachusetts. For instance, a married couple explaining how much they enjoy washing out cow guts together (cow innards are a delicacy among some locals). It turns out cleaning guts is a more popular pastime than going to the movies—especially since Eagle Butte doesn't have a theater.

Blood ties

Around Eagle Butte, you tend to meet people through your family, which can be difficult for a newcomer with no family around. After Bad Warrior moved in, she says, her legal assistant took pity on her and invited her to various family gatherings.

That's how she met her assistant's younger brother, Dugan. He works for the tribe's environmental protection department, funded through the U.S. Environmental Protection Agency. In his spare time, he likes to compete in rodeos, jumping off horses going 30 miles per hour and wrestling steers to the ground.

Dugan's surname comes from his great-great-

grandfather, who was called Zuya Sica—translated as Bad Warrior, or, more precisely, Renegade Warrior—when he defied the U.S. government's demand that he come in to live on the reservation.

After dating for two months, the couple decided to have a child together. When their daughter was six months old, they got married. Intermarriages are common in the area, Bad Warrior says, and her husband's family welcomed her. She's blunt about her own family's reactions, however, using words like "ignorant" and "racist" to describe some of them. Before her family came to the area for the wedding, she apologized to her in-laws for the things she expected them to hear.

Bad Warrior will enroll her children as members of the Cheyenne River Sioux tribe. In the past, she explains, the federal government imposed a "blood quantum," requiring proof that a member of a tribe was at least one-quarter Indian. Now any child of a Cheyenne River Sioux member is eligible to join, regardless of quantum. She hopes her children will take pride in their heritage, the blood of all their ancestors.

"For me, being from more than one background does not divide someone so much as it multiplies them, makes them richer," she says. "We both want our baby to speak Lakota, even though my husband doesn't. We'd like my daughter to understand the meaning of being a Cheyenne River Sioux woman and the history and the strength that come with that. And also understand that other parts of her aren't just 'white.' She has an Irish history, an Irish clan, a struggle for independence on both sides of her people."

Bad Warrior is adamant that while her children may call themselves Cheyenne River Sioux, she never will, and can't speak from that perspective. Once, as a co-op, she used the word "we" when speaking to the tribal chairman about an issue relevant to the tribe, then quickly amended it to "you." He told her she didn't have to correct herself.

That became even clearer when she was pregnant with her first child. A group of Sioux women who also worked on child welfare issues held a ceremony for her, a welcome for the baby. They wrapped a star quilt around Bad Warrior's shoulders and tied an eagle feather in her hair.

Then they did something she never expected, bestowing on her the name Oyate Nawica Kjin Win. At that moment, on a reservation in South Dakota, the advocate for the Cheyenne River Sioux tribe was known as She Takes Up for Her People.

Lewis I. Rice, MA'96, is a freelance writer living in Arlington, Massachusetts. He profiled New York Public Library research libraries director David Ferriero, LA'72, MA'76, in the Winter issue.

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Making difficult points

Theater does its job when it sparks political debate and social awareness without being heavy-handed, said actor/director Tim Robbins, who spoke to a Blackman Auditorium audience in March. Photo by Justin Knight

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All Gears Clicking

A comprehensive program gets local teens ready for college.

By Karen Feldscher

Chenita Caruthers has a tough decision: Corporate lawyer or architect?

The tenth grader, who lives in Boston's Lenox/Camden public housing development, has high career aspirations. And despite the expense of college, Chenita is confident about her future. She's involved in a Northeastern-sponsored program called GEAR UP. If she does well enough in high school, she'll be eligible for a five-year tuition-free scholarship to Northeastern.

Started five years ago and federally funded, GEAR UP helps low-income, academically challenged students stay in school and prepare for college. More than 300 GEAR UP programs exist across the nation in middle and high schools.

Northeastern's program, which serves 150 local teens, is unique, says director Joseph Warren. It selects students not on the basis of which school they attend but where they live. All its kids come from local public-housing developments.

During the school year, GEAR UP participants receive services after school and on Saturdays. During the summer, they're kept busy every weekday. Northeastern provides many different kinds of help: tutoring, mentoring, assistance with college and financial-aid applications, career counseling, swimming instruction, exposure to undergraduate social life, and field trips.

"We're saying to these kids, 'If you want to improve your life and make the sacrifices it takes to go to college, we're here to help you do it,'" says Warren.

He recalls a session with parents at which admissions dean Ronne Patrick Turner said she wouldn't accept any GEAR UP students at Northeastern if they didn't qualify.

"Some parents said, 'Our kids don't have the same quality of teaching as suburban kids. How will they get good enough scores?'" says Warren. "And Ronne said, 'If I let your children in here and they're not qualified, I wouldn't be doing them any favors. But if they work hard, we will give them a shot.' You would think that would have depressed them. But I think it exhilarated them."

Both parents and students give the program an unequivocal thumbs-up. Mireille Ancion's eldest daughter, Imanuella, who went through the program, is now studying nursing at Salem State College.



Chenita Caruthers

Photo by Tracy Powell

Ancion's eleventh grader, Cathline, currently in GEAR UP, hopes to follow in her sister's footsteps at Salem State and become a midwife.

"Sometimes, when you're a single mother," explains Ancion, "you don't have anyone to help you, and English is not my language. And sometimes, if you live in a project, people don't figure out that your kids can do very good things. This program gets my kids to do their homework, and it helps them if they're missing something in class."

"I used to be quiet and shy," Cathline says. "But the people in the program kind of opened me up."

Fellow student Chenita ticks off what GEAR UP has given her: tips on essay writing, SAT preparation, experience with research papers, and the chance to work in Northeastern offices. "It's made a big difference," she says. "I've never really had the work ethic I have now."

Karen Feldscher is a senior writer.

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What I Wish I'd Known

A few tips for the class of 2006

By Herbert Hadad

Not so many years ago, we used to sit around the tape player listening to Mel Brooks perform a character called the 2,000-Year-Old Man, the oldest person alive. Recollecting his life as a cave dweller back in ancient times, the Old Man would describe the thrill of discovering fire or women, then say, "Who knew, in those days?" We'd tumble out of our chairs with laughter.

In a way, Northeastern was my cave. I went in uninformed and inexperienced, and emerged five years later a pretty smart guy. Recently, though, I've been thinking about some things I wish I had known when I left college and entered the world. Pretty simple stuff that nonetheless took me a long time to figure out.

Let me share a few hard-earned nuggets. They're not quite as exciting as fire or women, but they may still be useful.

Trust in your talent, whatever it is. I wish I'd known in college that I had talent. Instead, I often retreated to the dubious comfort of self-doubt. If you're surrounded by people who encourage or support your self-doubt, shake them off. I didn't always do that.

No matter what you look like, you're good-looking. It's a fact. Even if you don't attract a flock of belles or suitors, there are people longing to meet you. I didn't believe this for years and years. Spare yourself the anguish. You look just fine.

Never board a sailing boat unless it is securely fastened to its mooring and the skipper, who is mixing cocktails, has no intention of shoving off. My wife, Evelyn, and I were once invited for a weekend at a well-groomed village near Kennebunkport, Maine. On Saturday morning, our host invited us onboard his sailboat to take part in an annual race. "You're our ballast," he said. Being good sports, we went along.

Five hours later, sick beyond description, exhausted from praying for relief or death, we were removed to a dory and returned to land. "You're really green," said our host. Curiously, we were never invited back.

Greet strangers in the street, no matter how different from you they might be. Overcome your shyness for the moment. Sure, they might glare at you and keep going. But, on city streets and country roads around the world, I've found an exchange of waves and a "hi" in any language opens a door, invites a gentle moment, and helps make a day. And, remember, if someone is exotic-looking to you, that's a two-way



Illustration by Ray Heekin

street.

An important corollary for men: Never hesitate to nod a greeting to a woman, no matter how beautiful she is. When I was at Northeastern, the better-looking the woman, the more tightly my tongue got tied. But now I know better. Even beautiful women appreciate a moment of unobligatory attention. Chances are, those moments don't come along all that often, precisely because they are so beautiful.

I am far from bold, but in the company of my twenty-seven-year-old son, Charles Aram, I often strike up a brief chat with the women we meet on the subway or standing in some line. Doing so, I accomplish two things. I've made a momentary contact that, I hope, offers some pleasure to all parties involved. And I've provided a lesson in bravery to my son. Afterward, he often says admiringly, "I am learning from the master."

In my single days, I dated a girl who lived in a Greenwich Village tenement walk-up with a large kitchen sink that served as the bathtub. One bitterly cold Christmas, I went to Lord & Taylor on Fifth Avenue and picked out what I imagined was a very thoughtful gift. When I presented it, she smiled wanly, then grimaced and said, "Is this what you think of me?"

The heavy-duty pink flannel pajamas weren't quite cutting it. I asked her what I should have gotten. "Lace and frills," she said.

In the same vein, never visit the humor section in a card shop. Don't even walk down the aisle. A goofy card is fine for your fishing buddy, not your girl. Trying to be hip and contemporary, I once bought a funny card for my wife. Even with her innate kindness, she couldn't hide her disappointment at not receiving a sentimental, loving message.

Some career advice: When the sun rises, get dressed. Nothing is accomplished in pajamas or underwear.

Feel lonely. If that's the way you are, accept it. Put it to work for you. A lot can be accomplished in solitude that can't be done amid the most congenial crowd. Loneliness can be its own reward.

My wife and I live in an exurban hamlet north of New York City called Pocantico Hills. As it happens, more than a hundred descendants of the original John D. Rockefeller reside in the environs. One dropped by my house the other night. As we chatted, I told him that I was compiling a list of things I wished I'd known when I was younger. Instantly reflective, he began talking about the privileges and independence he had been given early on, about his desire to live every day with passion.

Then Mr. Rockefeller said, rather suddenly, "There is no value in wealth, fame, or power." An astonishing admission, but obviously heartfelt.

Two nights later, his wife called. She and her husband had been hashing over his report of our conversation, and she had quite a different opinion to relay. "Buy real estate," she said, laughing. She said she couldn't be more sincere.

I asked a few others to weigh in with their life lessons. Sheldon Stick, LA'60, a fellow rowdy from the streets

of Roxbury, now a professor of education at the University of Nebraskaâ€ Lincoln, said, "I wish I had known how to plan for the future beyond the next day. I wish I had known about the responsibilities of having a pet. I wish I had known about the responsibilities associated with having children."

Although I, too, am notorious for not planning ahead, I've thrived on the responsibilities of helping to raise three children. And since they owe me, I asked the eldest, twenty-eight-year-old Edward Salim, what he's learned since leaving college. Edward is an investment banker and a fledgling standup comedian, with a Manhattan club appearance under his belt.

"Compare yourself with no one," he said immediately, "except the person you were and the person you want to be."

I was bowled over. "I've got more," he said. "There are no failures, just lessons to be learned. Every difficulty sows a seed of opportunity. And don't believe in luck. Luck is the residue of design." He smiled and added, "That one came from my comedy teacher."

Edward and Charles have a sister, Sara Jameel, age twenty-five. One day when she was fourteen, as I drove her home from a voice lesson, she stuck a cassette into the tape player. It was a recording of her singing an Italian aria, sweetly and confidently. I started to cry. "Oh, Daaad," she said.

What I know: If your daughter's voice can move you so dramatically, it's not parental pride. You're in the presence of great music.

This leads me to a relatively new finding. If you become a parent, your children are likely going to be much smarter and much more talented than you.

I've been around. As a newspaperman, I interviewed senators, celebrities, cops, military officers, and people watching their house burn down. I advised a U.S. presidential candidate (not well enough for him to win) and big corporations. I climbed a mountain, ran a marathon, and faced other men across a boxing ring. I became a husband and a father. Today, I speak to the media on behalf of the U.S. Department of Justice. I write, and I teach a writing workshop. These are my credentials.

In a sense, though, none of that matters. Because even when you're completely green and just starting out, you already know everything, as long as you listen with your heart.

Just a few months ago, I was impatiently stuck at a traffic light on my way to a busy day at the office. I glanced over and saw a couple snuggled close and holding hands, waiting for the walk signal. I could tell they had developmental disabilities. I could also tell they were completely in love. The way they looked at each other said, "Right now, we are the happiest two people on earth." Until the light changed, I couldn't stop watching them.

This moment, small as it was, taught me so much. It taught me we're all the same. No one—absolutely no one—is any better or more important than anyone else.

I didn't know that when I graduated.

Herbert Hadad, an award-winning writer who holds a BS in economics from Northeastern, is the first to admit he still has a lot to learn.

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Keys to the Highway

A look at America's all-connected transportation future

By Joseph M. Giglio

As a typical American on the go, you don't care about the intricacies of every transportation mode. You don't even care what a "transportation mode" is. You just want to travel as quickly and inexpensively, and with as few hassles, as possible.

But that's exactly why the various transportation modes—roadways, rail lines, and aviation, among others—have to work together. Consider the travel choices of a New York City investment banker who has to be in downtown Cleveland for a Monday luncheon meeting with an important client.

She could leave her Upper West Side apartment Monday morning before breakfast, get a taxi at the corner, and go out to LaGuardia Airport (there is still no train service from Manhattan to LaGuardia). She has to try to leave early enough to have an adequate cushion against unpredictable delays—on the always-crowded highways in Queens, for instance. The last time she went to Cleveland, a trailer truck lost its brakes on the Brooklyn-Queens Expressway, demolished four automobiles, and stalled traffic for two hours. She missed her flight and had to postpone her trip to the next day.

Or she could fly to Cleveland Sunday evening and check into a downtown hotel. That's if her firm's bean counters will approve the added costs: a night at the hotel, plus dinner and breakfast. Not to mention reimbursing what she'll have to pay a babysitter to stay overnight with her daughter.

Is it any wonder she's increasingly tempted by a third alternative? Rent a car Sunday afternoon, and drive the

500 miles to Cleveland through the night and into the morning. She'll hit metro Cleveland during rush hour, contributing to the traffic congestion and the air pollution, and arrive worn out and bleary-eyed for her important meeting.

Today, with the economy dominated by service and light-manufacturing jobs, the timely arrival and departure of people and goods is more important than ever before. Yet less and less money is being devoted to maintaining, reconstructing, and adding capacity to our transportation system.

If we chose to, though, we could tackle the underfunding problem and revolutionize the way the transportation modes work together by thinking about transportation differently and using readily available technology in new ways.

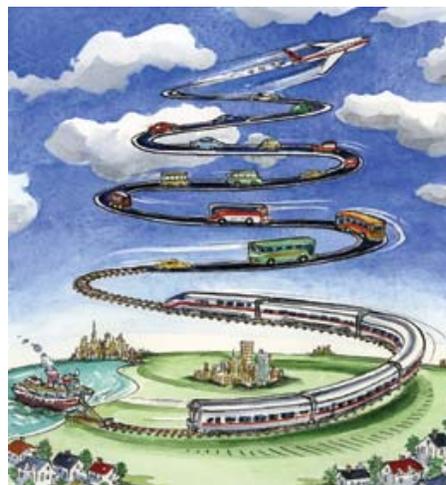


Illustration by Mark Steele

A lot of funds are going to be required to preserve and enhance our roads and travel systems. The American Association of State Highway and Transportation Officials estimates that, in the first quarter of the twenty-first century, \$5.3 trillion will be needed to slow the deterioration of highways and public transit systems, overcome the effects of past underinvestment, and keep pace with growing transportation demand. The current federal motor-vehicle fuel tax and appropriations from state and local government budgets will meet less than two-thirds of this total.

So what do we do? For starters, access to highways should no longer be free. Motorists should be charged reasonable tolls for using highways, apportioned on the basis of the miles they travel, the kind of vehicles they drive, the amount of pollution they generate, and the level of traffic demand that exists at the time they choose to travel.

Using current technology, highways could be retrofitted to collect these tolls without affecting traffic flow—no toll booths, land-hungry toll plazas, or long lines of cars. And—one important benefit—the tolls should be accompanied by money-back guarantees of smooth-flowing, well-maintained roads.

To bridge the transition to a fully user-supported highway network, the U.S. Congress could enact a temporary increase in the motor-vehicle fuel tax. The tax proceeds would fund the backlog of highway fixes and overdue capacity increases needed to get highways and public transportation into good repair. Then, as more miles of highway were retrofitted to generate toll revenue, the fuel tax could be phased out.

Hassle-free toll collection is only one of the improvements technology could offer the surface transportation system. It could also enable us to manage and integrate highways, public transportation, and goods movement in ways that promote safety, economic efficiency, environmental friendliness, and social benefits, to an extent we couldn't even dream about just a few years ago.

The most important—and most radical—change technology could allow is to convert a disconnected group of separate surface-transportation modes into a fully integrated "mobility" system that travelers perceive as seamless.

To create this connectedness, the national toll-supported highway network would have to be a major funding source for all surface transportation modes, not just the roadways. A state or a region would manage its transportation modes as a portfolio of assets, allocating resources among them, just as pharmaceutical companies and other multiproduct corporations manage their various product lines.

What would the new transportation vision look like? Imagine an investment banker climbing out of bed in her Central Park West apartment at six a.m. on a summer day in 2030.

Just like her mother used to do, she is scheduled to fly to Cleveland to settle the final details of a client's upcoming common-stock offering. But New York City is experiencing one of its rare hurricanes, and she's worried about how this is affecting LaGuardia's flight schedules.

She turns on her personal computer and surfs to a website called Mobility Manager, where her door-to-door itinerary to Cleveland and arrival-time requirements are on file, protected by a password. She clicks on the "Update" button and a second later gets the bad news she feared. All flights out of LaGuardia have been canceled until further notice.

Fortunately, the "Travel alternatives" button is already flashing green on her screen. She clicks on it, and the screen quickly changes to a proposed "best alternative" itinerary, complete with times. It appears as a series of steps:

Take the Eighth Avenue subway (a station is less than a block away) to Penn Station.

At Penn Station, board the next high-speed intercity train for a two-and-a-half-hour trip to Boston's South Station.

From South Station, take an express bus to Logan Airport, where all flights are operating normally.

At Logan, board a flight for Cleveland's Hopkins Airport, where a rental car and driver will meet her for the half-hour drive to the client's offices in suburban Bedford Heights.

She scans the information, then clicks the "Approve" button. A second later, the screen changes again. This time, it shows the steps with the word "Confirmed" next to each one. She prints out a copy of the itinerary for herself and forwards copies to her secretary and her client. She also attaches a note to the client asking that their meeting be pushed back two hours, saying she will confirm this in a little while by phone.

Then she logs off and prepares to get dressed, deciding she'll wait until after the Cleveland meeting is over to ask Mobility Manager about the fastest way to get home.

This kind of one-stop travel planning could be ours a little further up the road. Just think—one day, a last-minute travel package custom-tailored for you online with the click of a button could get you, your spouse, and your two-year-old from Boston to Topeka in time for a family dinner.

Even if it's snowing hard in most of the Midwest. And it's Christmas Eve.

*Joseph M. Giglio, PHD'03, is executive professor for strategic management at the College of Business Administration. His latest book is *Mobility: America's Transportation Mess and How to Fix It* (Hudson Institute, 2005).*

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Secrets of Highly Effective Athletes

In club sports, biz sense is the name of the game.

By Paul Perillo

When Chris Cook was a senior at Long Island's Shoreham-Wading River High School, he competed on a team that came out on top at the 2002 New York state championships.

Naturally, he hoped to continue his winning streak at the collegiate level. Challenge number one: Finding the right school. After briefly trying his luck at both Dickinson College, in Pennsylvania, and Stony Brook, Cook settled on Northeastern in fall 2003.

That brought challenge number two. Cook's sport is lacrosse. And at Northeastern, both the men's and women's lacrosse teams are club sports, not varsity sports, which means they receive only limited funding from the university. The squads have to raise money on their own to meet the vast majority of their budget.

So, along with serving as his team's captain and best player, Cook—a middler who turns twenty-two in June—also serves as the club's vice president. Along with club president Joe Lang, Cook organizes fundraisers to cover transportation and equipment costs, sets practice times, and raises public awareness of the lacrosse program.

"Joe and I joke all the time—people get good money to do what we're doing," Cook says with a laugh. "But the great thing is, we're learning a lot of administrative stuff along the way. We're not just getting to experience the athletic part. We're also experiencing the business end of things and learning how to develop an organization."

As proof of Cook's and Lang's success, the Huskies have emerged as a lacrosse power. In 2005, Northeastern went 17-3 and advanced to the national championships in Minnesota, where they lost to Michigan in the opening round but closed with a pair of consolation victories over Arizona and Virginia Tech.

This season, the team has looked every bit as sharp, pulling down a 14-2 record by the beginning of May.

"The commitment the school has undertaken for lacrosse and club sports in general has been unbelievable," says Cook, who became his program's all-time leading scorer after just two seasons, racking up 155 points. "Our numbers have been growing and growing. I think this area is a great place for lacrosse to develop. A lot of talented kids who played in high school are looking for opportunities."

It's no accident the Northeastern club scene has



Chris Cooke
Photos by Tracy Powell

exploded in recent years. Athletics director Dave O'Brien has been working to boost club sports' profile, popularity, and competitiveness. These efforts are part of a larger recreation-enhancement program, which students agreed to help fund through a fee that's now mandatory. The money has resulted in more recreational opportunities for more students.

Two staffers in the campus recreation office, Jerry Foster and Steve Belowsky, coordinate the roster of club offerings. "When I took over the programs, we had just nineteen teams," Foster says. "That was in 2004. Now we have forty teams, and they're all much more organized and competitive. It's the most popular we've ever been."

Foster estimates more than 900 Northeastern students participate in the club programs. "The reaction has been overwhelmingly positive," he says. "We have students who know that they're not Division I athletes but would like to keep their careers going. Now we can give them this vehicle to do that."

Lacrosse isn't the only club sport taking off. The women's rugby team, which has been around for eleven years, is one of the nation's elite teams. Women's club volleyball and cycling have long been mainstays on Huntington Ave. Less traditional sports like ultimate Frisbee, karate, and inline hockey are among some of the newer offerings.

In many ways, athletes in the club programs are quintessential Huskies, meeting the same challenges varsity athletes have to face—practices, training schedules, competitions—and much more besides.

"We provide some support for every team, but a lot of the administrative side falls on the individual team members," says Foster. "The budgeting, the scheduling, the fundraising—that's all up to them, and the captains are forced to serve as corporate presidents at the same time."

"A lot of these kids incur some out-of-pocket expenses just to play," he says. "But we're working to develop more options where sports are endowed and some of the costs are defrayed."

For now, while big-time varsity stars like Jose Juan Barea and Shawn James get the newspaper ink and the campus accolades, hundreds of similarly committed club athletes are working just as hard to excel at their game, too.

As they figure out how to pay for gas to get to the next meet.



Kristina Chianese and Andrew Healy

Go, Huskies, and Be of Good Cheer

For many of us, cheerleaders are as integral to the sports we love as the players themselves. Those good-looking, high-flying kids on the sidelines celebrate with us and, when the game seems bleak, help to keep our spirits up.

That's the traditional mindset. But cheerleading is much more, too, especially at Northeastern, where it's been elevated to an award-winning sport itself.

The Huskies boast two cheerleading squads, both coached by Lorrie Wright, AS'81, and Gladys Kitchell, BA'76, who, between them, have more than fifty-five years of Northeastern coaching experience. They've brought the program to extraordinary heights since the first squad took the field in 1983.

One squad cheers for the men's hockey team, performing at all Matthews Arena home games. The other is on hand for men's and women's basketball games, and football games at Parsons Field.

This second squad is also the competition squad, "a powerhouse," Wright says, among its peers. Its zenith came in 2002, when the Huskies were crowned National Cheerleading Association (NCA) Grand National Champions.

"We advanced to our first NCA competition in 1989," explains Wright. "Nationally, we've been in the top five for the past ten years and the top ten for the past eighteen years, competing in the Division I coed category."

This April, a very young group of Northeastern athletes traveled to the NCA meet in Daytona, Florida, after again qualifying for the competition. Despite some early troubles, they managed to grab yet another top-ten finish, positioning themselves for even bigger and better things in 2007.

The competition squad is composed of roughly two dozen members, split evenly between men and women. The demands are rigorous. Off-season practices run twice a week for two hours. During the

season, the practices increase to four times a week for three hours.

Add games and classes, and a social life becomes a difficult proposition. "You definitely have to make sacrifices," says captain Andrew Healy, a junior marketing major from Guilderland, New York. "For ten months a year, the only friends you have are the other members of the team. When nationals time comes around, that's pretty much your entire life."

But for Healy and fellow captain Kristina Chianese, it's a life they love. Even with the hurdles. Cheerleading at Northeastern is a club sport, so funding is limited. The Daytona trips, for example, can run up to \$25,000, which the team has to raise.

Also, many squads that compete at nationals—Charlotte, Wichita State, Stephen F. Austin, Louisville, and Maryland, for instance—are filled with scholarship athletes. Northeastern doesn't offer scholarships for cheerleading.

"It can be frustrating at times," Healy says. "This year, we had ten new people who had never been on the mat before in their lives. But we were still able to compete and wound up finishing sixth. Our total score on finals day would have placed us third had we advanced."

And the adrenaline rush far outweighs any drawback, Healy adds.

"I played pretty much everything growing up," he says. "In high school, I played football, basketball. I was on the wrestling team. But competing in Daytona was the best experience of my life. There's nothing like competing in front of thousands of people."

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Things Fall Apart

A post-9/11 satire protests the anarchy loosed upon the world.

By Magdalena Hernandez

The Futurist, by James P. Othmer. (Doubleday; New York; 2006; 288 pages; \$23.95)

This is no novel for old fogeys. There's the breakneck pace and the snarky narration. An alienated protagonist, J. P. Yates, prone to behaving reprehensibly and rashly. Perhaps most damning of all, there's the matter of Yates's job. It's kind of hard to explain what he does, especially to anyone not addicted to a BlackBerry.

You see, Yates is a futurist. An expert in figuring out the next big thing in business, recreation, the arts, politics. A professional optimist. A world-renowned and highly paid lecturer. Someone who jets first-class to speaking engagements at international conferences and corporate retreats.

Sounds like a pretty good gig, right? The problem is, he's also in the throes of a midlife crisis, increasingly cynical about his high-profile, high-flying position.

So goes *The Futurist*, a picaresque thriller rooted in the anxiety of post-9/11 geopolitics, written by James P. Othmer, AS'83. Heaven knows, the cascading misfortunes Yates faces over the course of this novel would put anyone into an anxious state.

A sampling: En route to the Futureworld Conference in South Africa, Yates learns his longtime girlfriend has dumped him. In Johannesburg, he watches on TV the ongoing tragedy of several adventure tourists slowly asphyxiating aboard the first civilian "space hotel," which he had endorsed. Then he witnesses the deaths of several South Africans at a soccer riot.

A new love interest, a young woman named Marjorie, appears in Yates's hotel room as a "gift" from conference organizers. She's an Afrikaner whose family was killed after apartheid. Yates, moved by her plight, wants to help her.

He ends up eviscerating his hotel room's minibar. The next day at the conference, he delivers a speech he thinks will nail the coffin shut on his career. He confesses to being a shaman. He knows nothing. In fact, he says, he's the "founding father of the Coalition of the Clueless."

But Yates's audience responds as if he's delivered the Sermon on the Mount. The buzz is so great that soon he'll be greeted by enthusiastic chants of "Clueless. Clueless."



Illustration by Daniel Szymanowski

Not that everyone appreciates his philosophy. He receives the first of many threatening e-mails from an anonymous source. Thugs beat him up at the hotel.

But cluelessness has its privileges. Yates is hired by two middle-aged men named Johnson and Johnson, who are acting in behalf of a secretive quasi-government organization.

The Johnsons want him to fly around the world and take the pulse of other cultures "while imagining the absolute worst." Yates's ultimate goal: Forecast and prevent the next anti-American tragedy.

First stop: Greenland, to visit a friend. Yates thinks his stay in the small, ice-covered nation will quiet his nerves. He's dead wrong.

Next: Milan. While Yates is at a busy gallery of shops and eateries, a woman riding by on a Vespa explodes. He's questioned by Italian detectives, who believe he had a role in the terrorist act, but he gets released thanks to a spy-cum-model he met at a club.

As the Coalition of the Clueless gains traction, Yates's next gig is at a sumptuous corporate retreat held at Deja Vu, a private island in Fiji. Marjorie tracks him down there, and they enjoy a relatively idyllic time, finally getting to know each other.

Then Yates learns his father has died. He and Marjorie fly to his childhood home in Pennsylvania. A Johnson finds him at the funeral and forces him to the (fictional) country Bas'ar, where he's supposed to endorse the war-torn land's economic recovery, to attract investors.

The novel's denouement reveals who's been sending the threatening e-mails. And a violent ending and the discovery of a betrayal deliver on the ominous notes that have sounded throughout the book.

Phew. At times, the plot seems to owe a debt to the contemporary political thrillers that riddle the bestseller lists. But an undercurrent of genuine sorrow and righteous anger rescues *The Futurist* from being a typical tale of global intrigue.

Othmer writes skillfully, displaying a knack for clever insights and riffs. His take on downloading music from a laptop to an iPod, for instance: "Kind of like sex, what the two small machines are engaged in. Digital sex. Cultural sex."

The first-time novelist, an advertising executive by day, knows how to plumb the black humor in corporate hijinks. The Fiji meeting, with its fire-dancing executives and a mock virgin sacrifice, resembles a demented beachside frat party. Celebrity business leaders, such as trend forecaster Faith Popcorn, come in for their lumps, too.

Othmer is particularly good at pointing out problems that arise at the intersection of government and big business, such as the PR machine that attempts to plant "seeds of economic recovery" in Bas'ar. The reader senses the disaffection and the air of moral compromise that have grown more evident in the United States since 9/11.

Yates stands as a sympathetic cog in the machine, one

who "cynically critiques the world each day," the book says, "and resents his lack of ability or desire to change it."

His reactions represent a sane response to an increasingly insane world. But his snarkiness creates a problem. Yates is so mocking and self-destructive that he comes close to alienating even the most cynical reader. The bitterness wears thin.

Perhaps "Yates" is meant to recall poet William Butler Yeats, who penned "The best lack all convictions, while the worst/Are full of passionate intensity."

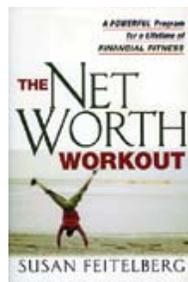
Indeed, conviction and purpose don't seem in the cards for the Futurist.

By the novel's end, though the plot's suspense has been resolved, Yates's moral development is still in limbo. The ambiguous ending rings true. But it's hard not to be disappointed that this midlife crisis hasn't resulted in an uplifting personal transformation.

Still, it's testament to Othmer's powers that the reader cares so much about his crazed and battered antihero. The book's dark wit, surefooted storytelling, and relevant moral questioning likely augur a bright professional future for a new author.

Magdalena Hernandez, MBA'02, is a senior editor.

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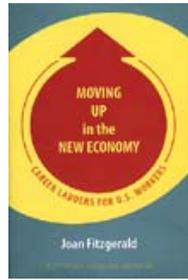


The Net Worth Workout: A Powerful Program for a Lifetime of Financial Fitness, by Susan Feitelberg; AMACOM; 2006

You exercise and eat right, but do you devote the same energy to your financial health? Susan Feitelberg, MBA'90, has combined her core strengths to help you do just that.

The JPMorgan Chase financial adviser and competitive triathlete uses accessible physical-fitness concepts to show readers how to manage their money. Just as weightlifting builds muscle, for instance, smart saving boosts financial strength.

Tools to track your money, a glossary of financial terms, and various exercises unravel the wealth-building complexities. Part personal growth, part personal finance, this guide will whip investment weaklings into shape.



Moving Up in the New Economy: Career Ladders for U.S. Workers, by Joan Fitzgerald; ILR Press; 2006

As America evolves into a knowledge-based economy, millions of people are getting left behind. Has upward mobility become just a pipe dream?

Not necessarily, says Joan Fitzgerald—associate education professor and Law, Policy, and Society program director. She presents here a career-ladder strategy for helping low-wage employees improve their skills and job prospects.

Focusing on a few industries, such as health care and manufacturing, *Moving Up* explores the possibilities that emerge when employers, policymakers, educators, and others collaborate to help workers get a fair shot at the American Dream.

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Jim Chiavelli

After living and working in Afghanistan this past year, my strongest memory is the ever-swirling chaos—the indescribable waves of traffic, the babble of a dozen languages in the bazaars, the confusion of Westerners trying to deliver aid or keep the peace, the madness of Afghan bureaucracies.

The turmoil engulfs everyone and everything that lands in Kabul, the capital. Even attending a simple ribbon cutting becomes a daylong ordeal.

I was three months into my nine-month gig as a senior editor for the NATO newspaper there when, on an exceptionally broiling August Saturday, I set out for just such a ceremony, arranged by CIMIC.

CIMIC is Civil-Military Cooperation—hearts and minds stuff. Almost every country in ISAF—the International Security Assistance Force, NATO's peacekeeping presence—has at least one CIMIC team. The soldiers pick a focus—schools, wells, medical clinics—and, banners high, trundle off to right their piece of the world.

For weeks, I'd swapped e-mails with a new French CIMIC officer, culminating in an invite to a ribbon cutting for a new school in Katakheyl, a village north of Kabul. Though school openings were pretty common CIMIC events, they offered a chance to get out of the city, and there were usually good photo ops with friendly Afghan kids.

The only other Western civilian working at the NATO paper was a former colleague of mine from a newspaper back in the States. I'd found the ISAF gig after a friend sent me the job listing as a joke. I applied, got the job, then got a leave of absence from Northeastern. When I told my friend about a second opening, she applied—and here we both were in Kabul.

She and I would vie to cover the stories that got us off the base for a while. Today, I won the toss. I was supposed to meet the convoy at 0830 at Kabul International Airport. I was on time, the French soldiers a half hour late, the pool of Afghan journalists later still. At 0930, two minivans arrived for the journalists; I climbed into the back of one, replete with ten Afghans and windows that didn't open, and off we set.

To be fair, in Kabul's hundred-degree heat, even Martha Stewart would smell like Larry Bird after game seven of a Lakers series. And Afghans often don't have access to bathing water. The van ride was not a good thing.

Five minutes into the trip, we hit an Afghan National Army checkpoint. Up went the metal arm for the



Photo by Lucia Huntington

French jeep; down it flew for the minivans. At gunpoint—as the French drove on—we were ordered out for a frisk while soldiers checked underneath the van for bombs.

We piled in again, none the sweeter for having stood in brutal sun for ten minutes. Immediately, two of the Afghan journalists lit cigarettes.

The turnoff from the paved road was blocked by a semi with a flat tire and four men sleeping underneath, so we had to swirl around it through an old riverbed. Then came an hour's travel over surfaces that could be called roads only by a blind man on a three-day bender. My kidneys—not for the first time, nor the last, as it turned out—were pounded into pate.

Finally, we landed in Katakheyl, where waited dozens of French soldiers and a few score Afghan men, milling around a whitewashed building that had a red, white, and blue ribbon across the front gate.

The ceremony started. In French. And Dari (the Afghan version of Farsi), for the locals. For me, it was all Greek. I caught a few phrases here and there. "Pour les enfants" was easy, and thirty minutes later, when the French commander wound up with "Vive la Republique Islamique d'Afghanistan! Vive ISAF! Vive la France!" I felt on solid ground.

Mostly, though, I shot photos and looked, with increasing urgency, for a place to relieve my anguished bladder. But the new school stood in the middle of a plain. Given no privacy, I resolved to hold on.

Meanwhile, the French brass toured the school. I took more photos, then petulantly wandered around outside, kicking over rocks to look for spiders or scorpions to stick in a French jeep.

After about forty-five minutes in the blistering sun, I spotted the CIMIC lieutenant coming out. "How did you like it?" he asked, in English.

"M'sieu," I said, channeling every Parisian waiter who'd ever ignored me, "Je ne parle pas Francais. ISAF—Anglais." English is ISAF's official language—the one in which all ISAF business is to be conducted.

"Mon Dieu," he said, "I'm sorry. I did not think! Perhaps I can give you the informations."

So, in a squirming interview, I gathered the informations (which boiled down to: The French got the European Union to front the cash, and hired a local contractor to build the school), dreading the thought of the minivan ride back. Then I spotted a cluster of Finns.

I'd covered a few Finnish CIMIC events. They had good English, bottled water, saunas, and a compound about 200 meters from my office. I asked a tall Norseman, "Can I hitch a ride?"

"OK," he said, "but we're leaving now." At that moment, the words sounded exactly like "I love you, and here's the key to the liquor cabinet."

I hopped in the back of an SUV and was hit by British Forces Broadcasting Service Radio and air conditioning, both blasting gloriously. Alone in the back seat, I

stretched out, then thought to ask, "Why was Finnish CIMIC here?"

No one knew. "Probably politics," the driver said.

Fifteen minutes later, in the middle of nowhere and with no warning, the Finns pulled over to the roadside and popped open their doors. Before I could ask, a soldier barked over his shoulder. A polite translation: They were stopping to pee.

My day was getting better.

Jim Chiavelli serves as editor in chief of the Northeastern Voice and teaches in the School of Journalism.

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License to Drive

A week after she was sworn in as the Massachusetts registrar of motor vehicles, Anne Collins, L'88, took a special pen and wrote her name in her best cursive. Her signature needed to be legible; it will be affixed to nearly a million Bay State drivers' licenses this year.

Since November, Collins has headed up the state's sprawling Registry of Motor Vehicles, with 800 employees serving 14.6 million drivers at thirty-seven branches, collecting \$1.1 billion in annual revenues. The registry does much more than issue drivers' licenses. It sanctions drivers who receive speeding tickets. Oversees vehicle inspections. Suspends the licenses of parents who don't pay child support or convicted sex offenders who don't register their whereabouts.

Already, under Collins's leadership, the registry has supervised the implementation of Melanie's Law—which stiffens the penalties for operating under the influence—installing breathalyzers on the ignition systems of cars belonging to convicted drunk drivers, for instance.

Collins's appointment by Governor Mitt Romney caps a career in Massachusetts state government that began after her graduation from Northeastern. She has served as director of the Division of Professional Licensure, and chief deputy director and general counsel to the Division of Registration. In both positions, she eliminated huge case backlogs and helped streamline procedures. She hopes to do the same in her new post.

"Government sets up the rules of society, and I like to make them work," says the Arlington, Massachusetts, resident, whose parents, William, E'56, and Louise Collins, LA'56, plan to attend their fiftieth reunion in May. "If government systems work better, then people remain invested in the idea of community."

— David McKay Wilson, LA'78



Photo courtesy Ann Collins



Photo courtesy Todd Marcus

Cape Cod Cheer

One frosty evening last January, Todd Marcus, E'91, was—like his beer—moving fast. He was about to open a brand-new 3,000-sq.-ft. brewery in Hyannis, Massachusetts. And folks were still queuing at the old brewery to refill their dark 64-oz. take-home "growlers" and get their suds for about half price.

Marcus, who majored in electrical engineering with a minor in economics, founded Cape Cod Beer in 2004. But ale wasn't exactly what this Ashland native had in mind after graduation, even though, he says, "home brewing beer in my kitchen had always been a hobby of mine."

Instead, Marcus worked in the music and consumer-electronics industries, including at several startups. The beer epiphany came in 1995. He had tagged along with a friend to a "brewers only" dinner at Redbones restaurant, in Somerville. Afterward, he announced, "Hey, you know what? This is what I want to do when I grow up." He quit his job.

Stints with several breweries from Maine to Pennsylvania followed, then "four to five years of gathering intelligence," he says. With the birth of their first son, he and his wife headed back to New England, took over a Cape Cod microbrewery, and began to fiddle with new recipes.

In 2004, Marcus produced Cape Cod Red. A coterie of discerning beer drinkers, schooled through the rapidly growing market of home brewing, soon gathered for it and the label's India Pale Ale.

Cape Cod Beer's old brewery was attached to a restaurant, which was then the only place the beer could be bought. The new facility has more fermentation tanks, a larger brew house, and a retail center for selling beer and beer-making supplies, allowing Marcus to produce, package, and distribute to a widening circle of fans.

Currently, he's the only microbrewmaster working on the Cape.

As he said in a recent cover story in *Edible Cape Cod*, "I've found my people."

— *Katy Kramer, MA'00*



Photo courtesy Julie Cordeiro/Boston Red Sox

New Fenway Wrap Artists

"We're both baseball junkies," says Red Sox head trainer Paul Lessard, BHD'86, talking about assistant athletic trainer Mike Reinold, BHS'00. "So we hit it off right away."

Hired by Boston last November, this brace of Huskies are combining their considerable enthusiasms and health-care know-how to help Red Sox players hit, run, field, and throw without pain or injury.

Lessard has been an athletic trainer for twenty years, working early in his career with (gasp) the New York Yankees' Class A affiliate in Fort Lauderdale. He went on to jobs with Boston University, Holy Cross, the Atlanta Falcons, and, most recently, the Arizona Diamondbacks, with whom he spent eight seasons as head trainer, including their World Series year.

"The majority of the challenge is prevention," says Lessard, who, with the precision of an anatomy and physiology textbook, ticks off the distinct shoulder problems faced by starting pitchers, middle relievers, and closers. "And we help players come back from injuries. It's rewarding.

I feel like a proud papa when the boys are back on the field."

Reinold, a physical therapist with a strong rehab background, works primarily with the BoSox pitchers. He holds a doctorate from Massachusetts General Hospital's Institute of Health Professions and served for six years at the American Sports Medicine Institute, in Birmingham, Alabama, where he held a co-op in 1998. Says the Winthrop, Massachusetts, native, who credits his co-op coordinators with helping him structure a "nonstandard" placement, "I got to work with elite-status athletes."

The two alums met for the first time last fall. "Paul brings a lot of experience to the table," said Reinold. "I think I bring cutting-edge science into how we treat these guys. We complement each other."

And compliment the Fenway faithful. "There's no better city for baseball than Boston," says Lessard, who, not surprisingly, has traveled to games in every U.S. ballpark. "They come before the first pitch, and they don't leave until the game is over. The passion of the fans is second to none."

— *Katy Kramer, MA'00*

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1920s

James Clyde Shields, E'28, of Southold, New York, celebrated his hundredth birthday on February 22. He began his career as a sound engineer in New York City working for Paramount News. At the start of World War II, Shields enlisted as a technician with the U.S. Army. After the war, he worked for cinematography companies Vitarama and Cinerama, perfecting stereophonic sound. Best-known for his work on the classic film *On the Waterfront*, he was a sound director for both movies and television.

Winifred MacDonald Pineo, BB'29, of South Ryegate, Vermont, delivered a speech in Washington, D.C., last August on the seventieth anniversary of the Social Security Act. She is active in local politics.

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1930s

Helen Anderson MacDonald, BB'36, and husband Forrest, E'36, live in Claremont, California. They have two daughters, Karen and Lauren, and four grandchildren, and stay active in Scottish clans and community events. Helen notes her first teaching position was at a YWCA in Tokyo. She returned to Boston just before Germany invaded Poland in 1939, and taught at the Woodward School for Girls in Quincy, Massachusetts, and Boston BouvÃ© before marrying Forrest. He started out working for engineering firm Stone and Webster in Boston. Drafted at the outbreak of World War II, he taught at the engineer officer training school at Fort Belvoir, Virginia, before joining a combat engineer battalion. After the war, the couple moved to California, where Forrest was an aerospace engineer, designer, and project manager. Helen taught swimming in a small school district and still teaches the sport to neighborhood children. In 2005, Forrest celebrated his ninetieth birthday.

Dorothea Lagreze Mooney, BB'36, of Maryville, Tennessee, is a former Rutgers University dean. She escorts people on world tours and recently took a river trip in Ukraine. Until last year's knee-replacement surgery, she competed in senior tennis tournaments. She has two sons and two grandchildren.

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1940s

Sam Swardlick, BA'41, of Canton, Massachusetts, was honored earlier this year when the High Street Bridge in his hometown was dedicated to him. Swardlick has lived on High Street his entire life. A charter member of the Canton High School Hall of Fame, Swardlick headed the Northeastern baseball team that won the New England Conference championship in 1940. During World War II, he served as a bombardier on a B-29, flying thirty-one combat missions. After the war, he headed Republic Plumbing Supply for more than forty years. He and his wife, Shirley, have three children, David, Joan, and Linda.

John T. Dizer, E'43, of Utica, New York, has written his fourth book, a study of popular children's fiction series, called *American Children's Literature, 1890-1940: Heroic Tales That Shaped Adult Lives*. The publisher is the Edwin Mellen Press. Dizer is retired from Mohawk Valley Community College as professor and dean emeritus. He writes that he is still bicycling. "I did fifty miles on an 1894 antique at the Wheelmen meet last summer. Also skiing when the weather permits, writing, and traveling. I am trying to wear out, not rust out!"

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1950s

Elliott Adelman, BA'51, of Montebello, California, writes, "Last September, my wife and I left our Southern California home to attend two Elderhostels in Arizona. The highlight of the first was a ride on the Grand Canyon Railway from Williams Depot to the south rim of Grand Canyon National Park, something we had wanted to do for years. The second Elderhostel, centered in Sedona, had us whitewater rafting on the Colorado River and being lifted out of the canyon by helicopter. My eightieth birthday, October 17, found us flying to Israel, where our younger daughter, her husband, and our three grandchildren live."

Albert J. Glassman, E'57, of Alexandria, Virginia, retired from the U.S. Department of Defense in April 2005. At his retirement ceremony, he received a flag that had flown over the Capitol and a note of congratulations from George W. and Laura Bush. Glassman worked in space systems engineering for the Office of the Secretary of Defense and the Joint Chiefs of Staff for twenty years. He received the National Medal of Achievement in 2004 and was a co-drafter of the presidential directive that created new policy for the Global Positioning System. Prior to his government positions, Glassman was with Hughes Aircraft Company in Los Angeles and RCA in Burlington, Massachusetts, where he worked with Grumman Aircraft on the guidance system for the lunar module in support of the first manned landing on the moon. At age sixty-five, he began running marathons, completing the Boston Marathon in 2004 and the Miami Marathon in 2005.

Richard W. Miller, E'58, ME'60, of Venice, Florida, reports his flow-measurement engineering consulting company, R. W. Miller & Associates, held an international flow-measurement course in April.

Walter Newman, E'58, ME'64, of Sharon, Massachusetts, is semiretired and volunteers at the American Medical Resource Foundation in Brockton. The organization ships donated medical equipment to hospitals and clinics in developing countries throughout the world. As part of his activities, Newman writes the organization's quarterly newsletter.

John Hatsopoulos, LA'59, H'99, is a member of the board of directors of VIASPACE, a company that converts space and defense technologies from NASA and the U.S. Department of Defense into hardware and software solutions. He is chief executive officer at American Distributed Generation, based in Waltham, Massachusetts, a privately held firm that offers products and services in support of on-site generation of electricity, heating, and cooling. Hatsopoulos was a cofounder, vice chairman, president, and chief financial officer of Thermo Electron, a provider of analytical instruments. He served as a member of the board of directors of the American Stock Exchange from 1994 to 2000. He's currently a member of the Northeastern Corporation.

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1960s

Karl Bossi, LA'62, of Venice, Florida, has been busy with book signings since *Just Call Me Moose! Growing Up Italian in America* was published by Gondola Press in 2005. This summer, he'll make appearances in Maine; at Lake Tahoe; and at Lake Como, Italy.

Frank Hennessey, BA'64, of Grosse Point, Michigan, is the chairman and chief executive officer for finance company Hennessey Capital. He has served as chairman of the board of directors of Emco, a Canadian building-materials company. Hennessey is involved in a number of nonprofit organizations, including the Cystic Fibrosis Foundation, United Way Community Services, and Detroit's Hudson-Webber Foundation.

Frank Perillo, E'64, ME'66, of Cambridge, Massachusetts, has retired after eighteen years at Hewlett-Packard and its spinoff, Agilent Technologies. Most recently, he was a managing counsel in Agilent's legal department.

David F. Rivers, E'65, of Saint Croix, U.S. Virgin Islands, is a member of the board of directors of NanoLogix, a nanobiotechnology company. Rivers serves as chief executive officer at Patriot Lift Company, which manufactures gear for the trucking industry. He has been on the advisory board at Quinnipiac University, in Hamden, Connecticut, for twenty-five years. Rivers is a member of the board of One Church, One Family in the Virgin Islands.

David W. Ryan, BA'65, of Escondido, California, has retired as a judge on the San Diego Superior Court, after spending thirteen years as a lawyer and twenty years as a judge. He writes he's looking forward to working in his vineyard and large Japanese garden. Ryan also plans to travel and spend more volunteer time with Wildlife Assist, which captures injured and sick wildlife and gets them into rehab for future release. He and his wife of thirty-eight years have five children and nine grandchildren.

Spencer P. Lookner, ME'66, ME'69, of Newton Centre, Massachusetts, is the vice president of Newton's Prudential Edna Kranz Realty, where he sells residential real estate. He and his wife, Susan, have three sons.

Alexander J. Hekimian, E'67, of Columbia, Maryland, has retired after thirty-two years as a transportation planner with the Maryland National Capital Park and Planning Commission. He notes he started his career as a co-op student with the Boston Redevelopment Authority. "Now I look forward to the three Ts: travel, tennis, and time with my grown kids. Who knows, there might also be a fourth T: a little transportation-related consulting on the side," he writes. "And, after all these years, I'm still a big Red Sox fan."

Kristen Henshaw, LA'67, of Wakefield, Massachusetts, has authored Craig Kingsbury Talkin': The Salty Model for Quint Speaks Out, a self-published book about her father, whose distinctive personality and turns of phrase helped inspire how actor Robert Shaw played the role of Quint in the 1975 movie Jaws. Kingsbury played the part of Ben Gardner in the film.

Leon A. Ferber, E'69, of Norwich, Connecticut, was featured in a December 2005 segment on the NBC Nightly News as the founder of Interactive Voice Response, credited with launching voicemail. Now retired from the company, he's devoting time to his wife and two daughters.

Dave House, ME'69, of Mountain View, California, is the executive chairman of the board of directors of Credence Systems, which makes semiconductor testers. Formerly, he was executive chairman at Brocade Communications Systems, a switch maker for data-storage networks. He also worked with Intel for twenty-two years, overseeing the development of the company's microprocessor lines, including the Pentium processor.

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1970s

Kenneth Leger, PAH'70, of Stanwood, Washington, writes, "Since retiring in August 2004, I have been actively working with Sun City Missions. I have traveled to Mexico for the last eight years doing construction, medical aid, and migrant-camp outreach with the organization. We have entered into an agreement with World Vision to take youth groups to Mexico City for two weeks of outreach this summer, along with all our other trips." The organization's website is at <http://www.suncitymissions.com>.

Al Marzullo, E'70, of Boston, is president of the local chapter of the American Society of Plumbing Engineers and the national liaison between that organization and the National Society of Professional Engineers.

Carol L. Reid, UC'70, of Andover, Massachusetts, is a member of the board of directors of Enterprise Bancorp, a commercial bank. She most recently served as vice president of finance, chief accounting officer, and corporate controller at Avid Technology, a video equipment company in Tewksbury.

Gerald Dale, BA'71, of Scottsdale, Arizona, writes, "Where has the time gone? After thirty years in the fast-paced world of big business, my wife, Amy, and I followed our dream and moved, in November 2004, from Connecticut to Arizona. I am a realtor with RE/MAX in North Scottsdale. I'm enjoying the Southwest outdoor lifestyle, the great weather, and my terrific clients. Amy is an executive at IBM, with client work in Los Angeles. My son, Gerald, is a senior in high school, and my daughter, Lindsay, is a freshman in college in Connecticut. It's a good life. Contact me at gfdale@aol.com."

Michael Neville, BA'71, of Brookline, Massachusetts, was appointed Northeastern's executive director of institutional audit, compliance, and risk management in February. Formerly, he was the director of compliance audit at Fresenius Medical Care, a dialysis equipment company. Prior to that, he was the director of internal audit services at Boston Medical Center.

William Wise, UC'73, UC'74, of Hingham, Massachusetts, is the chief compliance and business ethics officer at semiconductor maker Analog Devices, in Norwood. In 2002, he received the Pro Bono Award from the American Bar Association's Litigation Committee, and in 2005 he was presented the Outstanding In-House Attorney Award from the New England chapter of the Corporate Counsel Association of America.

Ron Adams, BA'74, MBA'79, of Mansfield, Massachusetts, is the managing director at Newbury Piret and Company, an investment banking firm in Boston. Previously, he was New England district manager at American Appraisal Associates, a

commercial appraisal firm, and director of management consulting at PriceWaterhouseCoopers.

Daniel Boulanger, PAH'75, of Sherman, Connecticut, in September purchased English Drug, a hundred-year-old pharmacy in Bethel. He was recently featured in the national pharmacy magazine Drug Topics in a cover story on buying independent pharmacies. Previously, Boulanger worked for Danbury Health Care Affiliates, the parent corporation of Danbury Hospital.

Margaret Brown, N'75, MS'94, of Dorchester, Massachusetts, is the president of the New England Regional Black Nurses Association and a clinical specialist at the Massachusetts Mental Health Center.

Dick Flaherty, UC'75, MPA'81, of Braintree, Massachusetts, was named the International Veteran Boxers Association Ring Four Man of the Year for 2005. A retired Boston police lieutenant, Flaherty has been a boxing referee and judge since 1968.

Dennis Lane, L'75, of Washington, D.C., has rejoined the law firm Stinson Morrison Hecker, working in the energy and telecommunications division. He concentrates on appellate litigation, energy regulatory matters, and copyright law. Lane was a solicitor with the U.S. Federal Energy Regulatory Commission for five years, responsible for representing the agency in all court appeals.

Jeff Lowenfels, L'75, of Anchorage, is a garden writer who's been penning a weekly gardening column for the Anchorage Daily News for thirty years. He also hosts a weekly call-in radio show, The Garden Party, on a local AM station. Formerly, he was president and chief executive at Yukon Pacific, which attempted to build a gas pipeline from the North Slope to Valdez. He and Judith Hoersting celebrated their thirty-second wedding anniversary in March. Collaborating with business partner Wayne Lewis, Lowenfels has written a book called Teaming with Microbes: A Gardener's Guide to Using the Soil Food Web, due to be published by Timber Press this summer.

Shelley Stewart Jr., CJ'75, MJ'78, of Belle Mead, New Jersey, is the senior vice president of operational excellence and chief procurement officer at conglomerate Tyco International in Bermuda. Previously, he was vice president of the company's supply chain. Prior to joining Tyco, he was in supply-chain management at Invensys, a nuclear power company. In December 2005, he was named Supply Chain Manager of the Year by Purchasing magazine. He is a member of the Conference Board's Purchasing and Supply Leadership Council, a member of the visiting board of directors of Howard University's School of Business, and the chair of Howard's Supply Chain Advisory Board.

James M. Danahy, CJ'76, of Glastonbury, Connecticut, is senior vice president of operations for the Northeast region at food-service giant SYSCO, where he has spent his entire career. He and his wife, Maryjane, have a son and a daughter.

Mel McKee, BA'76, MBA'85, of Ashland, Massachusetts, is the varsity lacrosse coach at Marian High School in Framingham. Off the field, he is a vice president and senior commercial loan officer at Medway Co-operative Bank. Frank Condella, PAH'77, MBA'84, of London, England, is the chief executive of drug company SkyePharma. Previously, he was the president of

European operations at IVAX, a generic-pharmaceuticals company.

Ray Michael DiPasquale, MEd'77, in December began a term as interim president of the Community College of Rhode Island, in Warwick. He is a vice president at the State University of New York in Brockport.

Deborah Schreiber Rodriguez, UC'77, of Mitchellville, Maryland, is the program director for dental health services in Anne Arundel County, Maryland, where she's responsible for dental clinics in Annapolis and Glen Burnie. Formerly, she was an assistant professor and clinical researcher at the University of Maryland Dental School.

Philip E. Waithe Jr., N'77, of Roxbury, Massachusetts, received an Excellence in Nursing Award from the New England Regional Black Nurses Association in February. He's a clinical educator at Massachusetts General Hospital.

Milton J. Benjamin Jr., UC'78, L'81, of Dedham, Massachusetts, is the founding president of Boston's Initiative for a New Economy, a coalition of corporations, community service organizations, and the city of Boston that aims to expand opportunities for minority-owned businesses. He had most recently served as the president of the Massachusetts Community Development Finance Corporation, beginning in 1988. Benjamin is a trustee of the Dedham Institution for Savings, and a board member for SpringBoard Technology, the executive committee of Black and White Boston, and MetroLacrosse.

Sharon T. Callender, N'78, of Brockton, Massachusetts, was the keynote speaker at the Excellence in Nursing Awards banquet of the New England Regional Black Nurses Association in February. She is the coordinator of family and community health services at the Mattapan Community Health Center.

Sandy B. Ganz, BB'78, of New York City, received a doctorate in geriatric physical therapy from Rocky Mountain University of Health Professions in September 2005. She is a member of the institutional review board and an associate in research at the Hospital for Special Surgery in New York City, where she completed her first co-op. She is also a faculty member in the geriatrics and gerontology division at Weill Medical College of Cornell University and the director of rehabilitation at Amsterdam Nursing Home.

Steve Walin, BA'78, of Boca Raton, Florida, is the chief executive officer at GVI Security Solutions in Carrollton, Texas. GVI develops video-surveillance and other security products. Formerly, Walin was the president at GE Security Enterprise Solutions, which produces security and safety devices.

Dorothy Cipolla, BA'79, of Winter Garden, Florida, is vice president and chief financial officer at optical products company LightPath Technologies, in Orlando. Previously, she was the chief financial officer at LaserSight, an eye-surgery equipment company.

Peter D'Olimpio, BA'79, of Leominster, Massachusetts, has worked at Hewlett-Packard for twenty-five years in a variety of finance, operation, and IT positions. Recently, he was promoted to program manager in charge of deploying SAP-based computer systems in North and South America. He and his wife, Ann Marie,

have adopted two foster children via the Massachusetts Department of Social Services. He writes he would love to hear from other classmates who have adopted older foster children. His e-mail address is peter.dolimpio@hp.com.

Prawan Nagvajara, E'79, ME'80, of Narbeth, Pennsylvania, was the oldest competitor in this year's Winter Olympics, in Turin, Italy. Nagvajara, who competed for his native Thailand in cross-country skiing, is forty-seven years old. He also competed in the 2002 Winter Olympics, in Salt Lake City. Nagvajara is an engineering professor at Drexel University, in Philadelphia.

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Richard J. Daniels, BA'80, of Hingham, Massachusetts, is the president of Boston Globe Media, which oversees companies owned wholly or in part by the Boston Globe's parent, the New York Times Company. These companies include the Worcester Telegram & Gazette; Globe Specialty Products, a direct-mail service; the Boston Metro, a free commuter newspaper; and New England Sports Ventures, which includes the cable channel NESN and the Boston Red Sox. Daniels was the president and general manager of the Boston Globe prior to his promotion.

Jeffrey J. Fenton, E'80, of Pittsburgh, is a member of the board of directors of IAP Worldwide Services, a government-services contractor in Cape Canaveral, Florida. He is the chief executive and principal of the financial consulting firm Devonshire Advisors and the director of Cerebus Capital Management.

Matthew A. Flynn, BA'80, of Hartsdale, New York, is the chief financial officer at Hanley Wood, a media company in the housing and construction industry. He was formerly senior vice president and chief financial officer at PRIMEDIA, a targeted media company.

Steve Martin, MS'80, of Tewksbury, Massachusetts, is the chief financial officer and senior vice president of policy and planning at Airports Council International-North America. He previously served as the chief financial officer at Leigh Fisher Associates, an aviation consulting company.

Maxine Simons Burton, BHD'81, of Papillion, Nebraska, was one of the artists from her state featured in the Home and Garden cable channel series *That's Clever!* She demonstrated how to make a papier-mâché bowl from newspaper. The Bermuda native met her husband, Jeff Burton, in California, where he was stationed with the U.S. Air Force. The Burtons, who have two sons, moved to Nebraska eleven years ago, when Jeff was transferred to Offutt Air Force Base.

Bruce E. Chadbourne, CJ'81, of Needham, Massachusetts, is the director of the New England Field Office of U.S. Immigration and Customs Enforcement in the Department of Homeland Security. He notes he's responsible for the apprehension, detention, and removal of aliens who have been convicted of serious crimes within the United States. Chadbourne was originally recruited in June 1979 by the Immigration and Naturalization Service as a special agent.

Regina Corbin, N'81, of Dorchester, Massachusetts, received an Excellence in Nursing Award from the New England Regional Black Nurses Association in February. She is a staff nurse at New England Baptist Hospital.

Mark Kreditor, BA'81, of Dallas, finished the New York

City Marathon last fall after taking twenty-one years off from running. He notes he ran in the Boston Marathon each year he was at Northeastern. Kreditor is the owner and broker of Get There First Realty, a single-family property management company. He and his wife, Carol, have been married for twenty years and have two teenage daughters.

Edward G. Sullivan, BA'81, of South Windsor, Connecticut, is the 2006 chair of the not-for-profit committee of PKF North American Network, a national accounting association. He is the director of the audit department at accounting and consulting services firm Whittlesey & Hadley, in Hartford. Sullivan's activities include involvement with Saint Joseph College, in West Hartford; the United Way of the Capital Area; the Inter-Community Mental Health Group; and Mercy Housing and Shelter of Hartford, where he was named Trustee of the Year in 1999.

Quincy L. Allen, E'82, of Penfield, New York, has been elected to the board of directors of Gateway, the third-largest personal-computer company in the United States. Allen is a Xerox Corporation vice president and the president of the Xerox production systems group. After joining Xerox in 1982, he has held a number of senior technical and management positions, including vice president of worldwide customer services strategy, and senior vice president of North American services and solutions.

Charlene A. Friedman, L'82, of Menlo Park, California, is vice president, general counsel, and secretary at VNUS Medical Technologies, a medical device company. She served in the same capacities at R2 Technology, another privately held medical-device company. She is a member of the state bars in California and Massachusetts.

Rafael E. Romero, BA'82, of Lima, Peru, is the director of Sienna Gold, a mineral exploration company. Formerly, he was a senior executive and bank officer at Credicorp, Peru's largest financial services holding company.

Leocadia I. Zak, L'82, of Washington, D.C., is the deputy director at the U.S. Trade and Development Agency. She joined the agency in 2000 as general counsel after private practice as a partner at the law firm Mintz, Levin, Cohn, Ferris, Glovsky, and Popeo. She is also an adjunct professor at Georgetown University Law Center.

Michael L. Fabbri, L'83, of Ashland, Massachusetts, is the Middlesex County assistant district attorney chosen to prosecute Neil Entwistle, charged with murdering his wife and infant daughter in Hopkinton. Fabbri has been a Middlesex County prosecutor for twenty years.

John E. Johnson, MEd'83, of Portland, Maine, is the executive director of the American Screenwriters Association (ASA). His accomplishments with the organization include establishing the ASA International Screenplay Competition and the Screenwriting Hall of Fame Awards (which include the Julius J. Epstein and Philip G. Epstein Award for Screenwriting Excellence, and the Discover Screenwriting Award). Johnson spoke at the Cannes Film Festival in 2004 and 2005; has lectured three times at the Days of the Scenario, in Marseille; and has taught at the Baltimore Writers Conference, the Austin Film Festival, the Marco Island Film Festival, the Midwest Music and Film Conference, and the Waterfront Film Festival. Johnson began his

film career as a featured extra in Simple Justice, filmed in Wilmington, North Carolina. He has written screenplays, stage plays, and radio dramas.

James Murphy, CJ'83, of Chelmsford, Massachusetts, became that city's chief of police in early March. He had been the deputy chief since 2004. Murphy began his policing career in the early 1980s, working as a Chelmsford police dispatcher on a co-op.

Leslie Abi-Karam, E'84, of Ridgefield, Connecticut, is the executive vice president and president of document-messaging technologies at Pitney Bowes, a provider of mailstream hardware, software, and services in Stamford. A member of Northeastern's Board of Trustees, she has been with Pitney Bowes more than twenty years.

Kellmis Fernandez, AS'84, of Englewood, Florida, and his wife, Maria, opened the Kema Glass Studio and Gallery in December 2005. Fernandez is an artist who specializes in glass sculpture. His website is at www.members.aol.com/kellmis/glass.html.

Fred Grandinetti, AS'84, of Watertown, Massachusetts, notes that he's an expert in the history of Batwoman, a comic-book character who celebrates her fiftieth anniversary this year. She is, he adds, one of the few women cartoon characters ever to be killed off (in 1979), though a "new" Batwoman is slated to make a comic-book appearance later this year. Grandinetti is the author of Popeye: An Illustrated Cultural History.

Suzanne D. Patterson, AP'84, of Scottsdale, Arizona, is the vice president, internal audit, at Coca-Cola Enterprises. She held a similar position with Sun Microsystems.

Abdellah Sentissi, PHD'84, of Dover, Massachusetts, is the vice president of manufacturing and quality systems at TransMolecular, a biotechnology company. He was previously the vice president of quality systems at BioVest International, a subsidiary of biopharmaceutical company Accentia.

Raymond P. Webb, MA'84, of Meriden, New Hampshire, will become headmaster at Foxcroft Academy, in Dover-Foxcroft, Maine, this summer. Formerly, he was the dean for academic affairs at Kimball Union Academy, in Meriden.

William H. Burke, BA'85, of Boston, is the chief financial officer and treasurer at SiGe Semiconductor, a producer of wireless systems components

in Ottawa, Canada. Mark DeFrancesco, BA'85, of North Haven, Connecticut, is now a health benefits adviser after running a family business for twenty years. He notes that his twelve-year-old son, Mark, is "living a one hundred percent normal life," having been a bone marrow recipient at Dana-Farber Cancer Institute, in Boston.

Thomas Todd, PAH'85, of Roxbury, Massachusetts, is a probation officer and member of the Youthful Offender Unit in Boston Municipal Court, Dorchester division. He was one of eight probation employees honored in December 2005 for behind-the-scenes efforts to end gun violence in Boston.

Barry Evans, MBA'86, of Needham, Massachusetts, is a senior vice president and chief fixed-income officer at

Boston's Sovereign Asset Management, a part of MFC Global Investment Management, which is the investment management group of Manulife Financial. He lectures at Northeastern's Graduate School of Business Administration.

Jill Kremins, MBA'86, of Boston, is the vice president of circulation marketing at the Boston Globe. Her responsibilities include home delivery, database, and youth marketing. She was formerly vice president of marketing and business development at Sentient Jet.

Tim Burgess, L'87, of Anchorage, was confirmed by the U.S. Senate in December 2005 as a district court judge in Alaska. He had been the U.S. attorney for Alaska since 2001. Burgess and his wife, Joanne Grace, have four children. She is an assistant attorney general for Alaska.

Kellye Davis, AS'87, of Pelham, New York, has published *The Bliss Principle*, a book that outlines a stress-reduction program. Davis has worked as a yoga instructor for more than ten years and also serves as a stress management counselor. Her articles have been featured in the *New York Daily News*, *Essence*, and *Black Enterprise* magazine. Her yoga and lifestyle seminars are taught in major companies, including Bayer, Philip Morris, and Snapple.

Debra Taylor-Blair, AS'87, of Boston, is the president and founder of LINK, a real-estate listing service. She says she'd like to hear from classmates by e-mail at debra@linkboston.com.

Michael Cascio, E'88, of Medfield, Massachusetts, is a senior mechanical engineer at American Superconductor, in Westborough. He writes that he's "looking forward to taking on new and exciting challenges while continuing my work in the field of power generation."

Michelle L. Bouffard, BA'89, MBA'05, of Lee, New Hampshire, is a tax manager with accounting and management consulting firm Berry, Dunn, McNeil & Parker, in Portland, Maine. Jim Nichols, E'89, of Surprise, Arizona, is the deputy city manager of Goodyear, Arizona. "This is an incredible opportunity for me, and I'm very happy to be taking on this new challenge with a vibrant and growing city," he writes. "Our current population is 45,000, and we're expected to more than double in the next five years. In my new role, I am responsible for public works, engineering, community services, water resources, the fire department, and the city's capital improvement plan." Nichols is the author of the book *Public Works Management—Things They Never Taught in School*. He can be reached by e-mail at jrn1966@cox.net.

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1990s

Dave Dal Pos, BA'90, MBA'95, of Bow, New Hampshire, writes, "What happened to all the party animals from the class of 1990? Would love to hear from you.

Married Leila Ennabe, CJ'90, in 1995, and have two boys, fourteen and eight. Workin' up here in 'New Hampster' building banking software, traveling, yada yada. Trading in my bike for a Harley Softail, and looking forward to many long trips. Call if you want to go for a ride."

Ruthann DePietro, MBA'90, of Atkinson, New Hampshire, has joined the medical products company Insulet, based in Bedford, Massachusetts, as vice president of quality and regulatory affairs. Most recently, she served as vice president of quality and regulatory compliance at ONUX Medical.

Howard Hall, AS'90, of Boston, is the vice president of corporate development at Vericept, a Denver company that produces software to monitor network activity. Previously, he was with River Ridge Consulting and cofounded a software development company, StorageZip Technologies. The Boston Business Journal listed him as one of the most influential businesspeople under age forty.

Richard Hermann, BA'90, of Newbury, Massachusetts, is the vice president of sales at software company Contact Networks. He formerly worked at Interface Software.

Axel Knaf, BA'90, MBA'93, of Marlborough, Massachusetts, has joined accounting and management consulting firm SC&H Group, in Hunt Valley, Maryland, as a partner in its tax technology practice.

Thomas McHugh, AP'90, of Wildwood, Missouri, is the corporate controller at BearingPoint, a management and technology consulting firm in McLean, Virginia. He was most recently the vice president of finance, chief financial officer, and chief accounting officer at Huttig Building Products, a building materials company in St. Louis.

Abraham Ndiwane, MS'90, of Malden, Massachusetts, received an Excellence in Nursing Award from the New England Regional Black Nurses Association in February.

Charles Thorne III, L'90, of Woolwich, Maine, and Susanna Walsh were married September 23, 2005, at North Woolwich Methodist Church. They are planning a move to Monticello, in northern Maine.

Kevin Cronin, MBA'91, of Londonderry, New Hampshire, is the chief financial officer, secretary, and treasurer at U.S. Global Nanospace, a research and development company specializing in the security,

defense, and health markets. Previously, he was with CEPA Technologies, a voice-activated software company, as a consultant.

Don Orsillo, AS'91, was named the Massachusetts Sportscaster of the Year in February by the Sportscasters and Sportswriters Association of America. Orsillo, who lives in Rhode Island, is now in his sixth season as television's play-by-play broadcaster for the Red Sox.

Tamara Richardson-Williams, CJ'91, of West Orange, New Jersey, is the owner of Taceri, a line of women's shoes in sizes 10 to 14. The brand has been featured in publications such as Essence, Footwear News, and San Jose Magazine. The former attorney also speaks at seminars and conferences geared toward young women. Covering topics from celebrating your body image to creating life goals, she shares tips on how to choose a career path, how trends are changing traditional jobs, and how to remain true to yourself while pursuing your goals. She writes, "I am driven by my obligation to the greater community."

Nikesh Arora, MBA'92, of London, England, is the vice president of European operations for Google. He has previously worked at Fidelity Investments and Putnam Investments. He also founded T-Motion, a data firm in London.

Thomas J. Honan, MBA'92, of Marblehead, Massachusetts, is the president of Hays Insurance Brokerage Services of New England, in Boston. Formerly, he was senior vice president at Marsh, an insurance services firm in New York.

Tom Hutton, BB'92, of Bedford, Massachusetts, is a major serving with the U.S. Army's 4th Infantry Division in Iraq. He is a medical operations officer with the 6th Iraqi Army Division in the Baghdad area. He and his wife, Nora (Lohan), BB'90, have two children, Liam and Maeve. Hutton can be e-mailed at thomas.c.hutton@us.army.mil.

Valeria Ramdin, UC'92, MS'95, of Arlington, Massachusetts, received an Excellence in Nursing Award from the New England Regional Black Nurses Association in February. She is a nurse practitioner at Northeastern's Lane Health Center.

Byron Hurt, AS'93, of Central Islip, New York, produced and directed the documentary Beyond Beats and Rhymes: A Hip-Hop Head Weighs In on Manhood in Hip-Hop Culture, which was showcased in January at the Sundance Film Festival, in Park City, Utah. The film was one of 120 selected from more than 7,000 submissions. Earlier in his career, Hurt worked in Northeastern's public relations office and at the Center for the Study of Sport in Society. He was a founding member and associate director of Mentors in Violence Prevention, a rape and domestic-violence prevention program for college and professional athletes. Hurt is a former Huskies quarterback.

Michele (Aberbach) Levine, BPH'93, of Livingston, New Jersey, and her husband, Adam, celebrated the birth of their daughter, Jocelyn Maya, in May 2005. Levine can be e-mailed at michla21@aol.com.

Frances Miranda-Watkins, L'93, of Durham, North Carolina, is the first Hispanic assistant district attorney in the office of the Durham district attorney. She

specializes in felony cases.

Patrick J. Moynihan, CJ'93, of Portland, Connecticut, has worked with Hartford's Casey Bail Bonds for thirteen years as a surety bail agent. He is also a senior loan officer with Connecticut Mortgage Lenders, in West Hartford. He and his wife, Eileen, have four children, Patrick, Riley, Ronan, and Quinn. He writes, "I look forward to hearing from any of the old ropes at patrickm@cmlenders.com."

Mark T. Munroe, AS'93, of Mansfield, Massachusetts, is the vice president of business development at Somnia, a surgical services company. Previously, he was vice president at iLIANT, a medical software and services company.

Jack Gibson, MBA'94, of Dunedin, Florida, is the manager of dealer relations and branch operations for Flamingo Financing, in Clearwater.

Mark Grover, MBA'94, of Wellesley, Massachusetts, is the managing director of the disputes and investigations practice at the Huron Consulting Group, an operational and financial consulting services company in Chicago. A certified public accountant, Grover is a member of the American Institute of Certified Public Accountants and the Massachusetts Society of Certified Public Accountants.

Larry A. Ramdin, UC'94, of Arlington, Massachusetts, is an environmental health specialist for the city of Newton. He was awarded a certificate of merit by the National Environmental Health Association for outstanding contributions to the profession. Ramdin is the education chair of the Massachusetts Environmental Health Association and past president of Sigma Epsilon Rho Honor Society.

Robert Ramsey, CJ'94, of Kingston, Massachusetts, has been a police officer in Hingham for eleven years. He writes that he and his wife, Kim, celebrated the birth of their son, Aidan Thomas, on March 17, 2005 (St. Patrick's Day, he notes). Aidan's uncle is William Ramsey, L'00.

Dennis Shaughnessy, MBA'94, of Ipswich, Massachusetts, is a member of the board of directors of Phase Forward, a medical data management company in Waltham, where he chairs the board's audit and finance committee. He is also a faculty member at Northeastern's College of Business Administration. Formerly, he was chief financial officer, chief operating officer, and chief executive officer at Bowstreet, a provider of development tools for web applications.

Robin Yancey, MJ'94, of Worcester, Massachusetts, is the regional director of security for the Massachusetts Trial Court, covering courts in Worcester and Hampshire Counties and parts of Middlesex and Hampden Counties.

Neil Greenspan, MBA'95, of Smiths Parish, Bermuda, is the chief accounting officer and vice president of Montpelier Re Holdings, an insurance company, and its subsidiary Montpelier Reinsurance, in Hamilton. Greenspan was previously the vice president of accounting at ACE Financial Solutions International, a Bermuda-based insurance company.

Patricia Marshall, MS'95, of Wayland, Massachusetts,

presented the awards at February's Excellence in Nursing Awards banquet of the New England Regional Black Nurses Association. She is a nurse practitioner at Mount Auburn Hospital Occupational Health, in Cambridge.

Jennifer (Robinson) McAdams, AS'95, of Groton, Massachusetts, and her husband, Kevin, celebrated the adoption of Liliann Qingmo on February 21. Liliann was born on June 11, 2003, in China's Guangdong province. The couple has a son, RJ.

Paul Scapicchio, L'95, of East Boston, has left his position as city councilor from the North End, Charlestown, and East Boston and is now working in government relations at the Boston consulting and lobbying firm ML Strategies.

Ronald Wilson, L'95, of Tucson, received the Rosa Parks Living History-Makers Award from the Tucson chapters of the National Association for the Advancement of Colored People and the League of United Latin American Citizens. The award is presented to individuals who follow the spirit of civil-rights icon Rosa Parks by distinguishing themselves in their community. Wilson is the chief presiding judge in the South Tucson Municipal Court.

Colleen (Curtis) Brooks, AS'96, of Burke, Virginia, and her husband, Robert, celebrated the birth of their second daughter, Madeline Jean, on November 29, 2005.

Ed Spies, MBA'96, of Millis, Massachusetts, is the vice president and corporate controller at Idiom Technologies, a Waltham company that provides software for managing websites in several languages. He was previously a senior consultant at River Ridge Consulting.

Eric N. Vandewater, L'96, of Macon, Georgia, is a partner with Pursley Lowery Meeks, an Atlanta law firm. He concentrates on commercial and business litigation with an emphasis on construction disputes and medical malpractice defense.

DebraLee (Castellano) Pasek, N'97, of Dallas, is a women's health-care nurse practitioner and colposcopist at the University of Texas Southwestern Medical Center. Pasek notes she's "working on the elusive master of science in nursing at Drexel University, and loving it!"

Rick Schuhwerk, CJ'98, of Hingham, Massachusetts, is a member of the suburban leasing team at Spaulding & Slye, a commercial real-estate firm in Boston. He was with Parsons Commercial Group, another commercial real-estate company. A former Huskies hockey captain who played in the American Hockey League and the East Coast Hockey League, Schuhwerk is an assistant coach of the Hingham High School boys' hockey team.

Andrea (Levin) Segal, AS'98, and Michael Segal, BPH'98, of Sharon, Massachusetts, celebrated the birth of their son, Jaden, on August 3, 2005. "After living for four years in Arizona, my husband and I moved back to Massachusetts," Andrea writes.

Jessica D'Agostino, AS'99, of Brockton, Massachusetts, writes, "I am pleased to announce that I have successfully completed the doctoral program in molecular cell biology at Brandeis University."

Penelope Nam-Stephen, BA'99, of Elmhurst, New York, and her husband, Daniel Stephen, celebrated the birth of their daughter, Victoria, on January 19 at Lenox Hill Hospital, in New York City.

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Mary Ling, BA'00, of Hyde Park, Massachusetts, is a certified public accountant working for accounting and consulting company McConnell, Rothman, in Milton. Yogesh Singla, ME'00, of Brighton, Massachusetts, is completing work on a master's degree in business administration at Boston University.

Clifton Whilby, E'00, of Sanford, North Carolina, is a sales engineer at W. A. Brown Instruments, a test and measurement instruments company in Cary. He was a sales representative with Nissan. "Finally got back into the engineering field," he writes. "Automobile sales is a lot harder than it looks, but it was lot of fun."

David Costello, AS'01, of Watertown, Massachusetts, along with Brian McCarthy, AS'01, of South Boston, and George Rodgers, CJ'00, of Sierra Vista, California, have formed the NU Alumni Real Estate Club. "The club's mission is to create an alumni network of industry professionals, such as real estate attorneys, brokers, and agents, as well as those who are simply interested in real estate, and to strengthen ties to Northeastern through campus and local events," writes Costello. The club's website is at <http://realestate.alumni.neu.edu>.

David Homa, MBA'01, of Warwick, Rhode Island, is the vice president of operations at InsureMyTrip, an online travel site. Over the past fifteen years, Homa has worked at engineering, manufacturing, and software companies in product planning, customer service, and business management.

Gretchen (Kaplinger) Duford, BA'02, of Raynham, Massachusetts, and her husband, Tom, celebrated the birth of Benjamin Thomas on November 12, 2005, in Boston.

Robyn (Donovan) Goldberg, CJ'02, of East Hampton, New York, and Eric Goldberg were married May 6, 2005, in Monmouth Beach, New Jersey. They met in San Diego and moved to East Hampton, where Eric is stationed with the U.S. Coast Guard.

Shana (Brunye) Hoch, MBA'02, of Hudson, New Hampshire, and Casey Hoch were married August 27, 2005, in Jaffrey. Shana is a retail advertising manager at the Nashua Telegraph, in Hudson. Casey is a pilot for Alpha Flying, in Manchester.

Steven Palmacci, UC'02, of Melrose, Massachusetts, is a regional sales manager for PAR Springer-Miller Systems, in Stowe, Vermont. He was formerly a sales manager at Nantucket Island Resorts. "I was looking for a chance to leverage all the MIS courses I took at UC along with my hotel experience," he writes. "Working for this leading provider of technology management solutions for the hospitality industry is an

ideal opportunity."

Michael DePaulo, MA'03, of Braintree, Massachusetts, made his fashion designer debut at 7 on Seventh, a fashion-industry trade show in New York City. DePaulo presented fifteen formal suits and gowns.

Matthew Driscoll, BA'04, of Arlington, Massachusetts, is a financial adviser at investment bank Morgan Stanley, in Boston. "I've returned to my former co-op employer," he notes.

Marysharon Owens, BA'04, of Somerville, Massachusetts, may look familiar to readers of Forbes. In the February issue, the magazine chose its top hundred U.S. companies and represented each with a photograph of one employee. Owens was the employee chosen to represent software giant Microsoft.

Kenneth J. Procaccianti, AS'04, of Boston, announced in February that he is running for a seat in the Massachusetts House of Representatives. He's a candidate for the Third Suffolk District, which includes the North End, Beacon Hill, the South End, and Chinatown. Procaccianti is the national director of marketing for Metro Networks, a company that provides local content—including traffic, news, sports, and weather programming—to the radio and TV industries.

Andrew Singer, BA'04, of Staten Island, is a staff accountant with accounting firm Amper, Politziner & Mattia, in Edison, New Jersey.

Gary Chapman, AS'05, of New Orleans, writes, "I will soon graduate from Tulane University after completing the two courses of study for a law degree and a master of arts. In October, I will begin work toward a doctorate in criminal law and justice at the University of Oxford, in England."

Ryan Patterson, BA'05, of San Francisco, is an investment analyst at MacFarlane Partners, a real-estate investment management firm. He can be e-mailed at rpatterson@macfarlanepartners.com.

Sophia Powell, N'05, of Boston, received an Excellence in Nursing Award from the New England Regional Black Nurses Association in February. She is a pediatric nurse at New England Medical Center.

Dawn Swain, BHS'05, of Wakefield, Massachusetts, and her husband, Ronald, celebrated the birth of Peter Elwin on December 25, 2005, at Winchester Hospital.

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1930s

Zelda Landau Kouffman, L'33, October 26, 2005

Silvia Horowitz Novack, L'36, January 7

Roger B. Stevenson, E'37, January 8

Jack Stulin, L'38, May 11, 2004

Louis J. Guaragna, L'39, March 23, 2005

1940s

George E. Skambas, BA'42, November 19, 2005

Edward P. Carpenter, E'43, May 31, 2005

Joseph Desantis, E'43, December 30, 2005

Thomas F. Mahoney, E'43, October 5, 2005

Fannie F. Moore, L'44, November 5, 2005

Alfred H. Isenberg, E'46, December 9, 2005

Samuel N. Block, E'47, December 6, 2005

Norma J. Hopkins, BB'47, January 26, 2005

Alfred E. Monahan, BA'48, January 19, 2005

Robert F. Bruce, LA'49, December 7, 2005

Harvey "Chet" Krentzman, E'49, H'91, December 23, 2005

Ralph H. Lakey, B'49, September 27, 2005

Ellsworth H. Swift, LC'49, B'51, January 14

Stanley W. Ziolkowski, E'49, September 28, 2005

1950s

David W. Adams, L'50, September 25, 2005

Richard L. Brickley, L'51, January 11

David Cardis, E'51, February 24

Wallace F. Macelhiney, E'51, July 25, 2005

Bonderinko Hollenbeck, E'52, September 23, 2005

Arthur F. Jamison, E'52, February 20, 2005

William D. Tasker, B'52, LC'52, April 23, 2005

Arthur J. Giguere, E'53, January 6

Sahag Sahagian, B'54, December 3, 2005

Alfred J. Foley, B'55, December 5, 2005

Harry N. Diamantas, BA'56, MBA'64, January 21, 2005

Dexter W. Jacobs, E'56, February 4

Vahan J. McKertich, B'56, MBA'59, January 3

Russ M. Page, LA'56, B'58, MBA'72, October 14, 2004

Sulo A. Soini, LC'56, B'57, MBA'63, March 9, 2005

Gerald S. Antkowiak, LA'57, January 16

Robert C. Morrison, B'57, September 12, 2005

Richard L. Ryan, E'58, ME'68, September 2, 2005

Daymond C. Holden, E'59, October 15, 2004

Robert N. Johnson, E'59, December 6, 2005

1960s

Robert F. Caty, BA'60, June 13, 2005

Terry F. Miskell, MEd'60, September 11, 2005

Bernard S. Bloom, LA'61, MA'72, February 5

George J. Kelley, UC'61, UC'62, February 26, 2005

Sumner A. Lederman, BA'64, September 30, 2005

Gordon A. Parenteau, LC'64, January 9

Robert M. Breed, BA'66, January 27

Barry F. Nager, E'66, October 27, 2005

Louise M. Kell, MEd'68, March 11, 2005

Robert L. Phillips, ME'68, December 11, 2005

Cecelia W. Sheftelman, UC'68, December 1, 2005

Karen Larson, LA'69, November 18, 2005

1970s

James M. Martin, MBA'70, January 3, 2005

Russell R. Rhodes, ME'70, October 10, 2005

John W. Sullivan, ME'70, December 9, 2004

Russell B. Wheeler, UC'71, June 15, 2004

Robert Blake, UC'73, November 23, 2005

Richard A. Johnson, E'73, November 6, 2005

Frances Head Gale, MEd'74, February 4, 2005

Charlotte B. Smith, MBA'75, December 20, 2005

David T. Olesen, LC'76, December 5, 2005

William E. Decelles, ME'77, October 1, 2004

Everett R. Ayles, UC'78, July 16, 2005

Albert R. Fabri, LC'78, UC'83, May 8, 2005

James Minton, MJ'79, February 27, 2005

1980s

Marilyn Klein Thomas, N'80, January 14

Karin K. Kaneshiro, L'83, March 26, 2005

Mary M. Mason, UC'83, December 5, 2005

1990s

Jean T. Meara, UC'93, October 23, 2005

Grant E. Fischer, AS'98, December 25, 2005

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Killer Tomatoes: 1969

Years before Frankenfoods became the subject of debate at your local market, Northeastern researchers were trying to perfect produce.

Their experiments stemmed from concerns that bedevil greengrocers to this day: how to get tomatoes into consumers' hands at just the right degree of ripeness while minimizing the financial losses created by spoilage.

So biology professor A. Karim Khudairi (center) and graduate students Jueson Maeng (left) and A. Thomas Johnnykutty attempted to control the pace of ripening by injecting tomatoes with plant hormones. The National Science Foundation seeded this research with a \$15,000 grant—not exactly small potatoes.

In all, Khudairi spent seven years developing his methods, which centered on manipulating substances already present in the tomato plants. One hormone, gibberellin, kept the fruit green; another, abscisic acid, hastened ripening.

Khudairi's approach was an improvement over an earlier technique: treating tomatoes with the chemical ethylene. The ethylene had to be used in such concentrated amounts that it sometimes exploded. (On the bright side, that did lead to one fast marinara.)

Today, food scientists are trying to nudge tomatoes to an ideal blush through genetic modifications. Fortunately, the risk of explosion is still small.

— *Magdalena Hernandez, MBA'02*



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