Fall 2013

Wooster Magazine: Fall 2013

Karol Crosbie

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12 months of Wooster
Endowed scholarships
open doors

BEYOND the OAK GROVE
Broadening our horizons
Experiential education

John Dewey urges us to think about teachers as architects, not of buildings, but of experiences that educate. That is, he believes that the deepest learning takes place when students have to solve problems both in theory and in practice.

In this issue, which contains our second annual report and honor roll of donors, you will read about two Wooster programs that have been providing hands-on, real-life learning for our students for two decades—the Applied Mathematics Research Experience and the summer Research Experience for Undergraduates—as well as our newest initiative to help students explore and draw connections between their personal and academic interests and their professional aspirations.

Since 1994, AMRE has been assembling multi-disciplinary teams of students and turning them loose to solve complex, real-world challenges for a roster of corporate, government, and non-profit clients that includes Progressive Insurance, FirstEnergy, Main Street Wooster, Goodyear, J.M. Smucker, and the City of Wooster. The physics department’s REU program has provided summer research opportunities for scores of Wooster students, most of them rising sophomores, who get to work with Wooster faculty and other undergraduates from places like Stanford, MIT, and Carnegie Mellon.

This year, the College awarded its first APEX Fellowships, allowing 38 students from 26 majors to engage in—and equally important, reflect upon—a variety of summer internships and field experiences that took them everywhere from Cleveland and Washington, D.C., to Peru. The results were outstanding, and we hope to see the number of APEX Fellowships we can offer grow steadily from year to year.

A survey conducted earlier this year by the Association of American Colleges and Universities found that 95 percent of employers prioritize hiring college graduates with skills that will help them contribute to innovation in the workplace. Ninety-three percent say “a demonstrated capacity to think critically, communicate clearly, and solve complex problems” is more important than an undergraduate’s major when deciding whom to hire.

Wooster has always honed those skills in the classroom, lab, and studio, on the playing field and in student organizations. But having the opportunity to take those skills off campus and into the real world puts a keener edge on them. Here’s how Professor John Ramsay, who has led the program since its inception, describes what AMRE students experience:

“In the end, they must ask: What’s the final goal? The final goal is to figure out how to work together and solve the problem successfully. Their clients have ponied up a lot of good money for a solution. They can’t drop the class. They can’t choose their teammates. They aren’t given a choice. This is it.”

Sounds a lot like the real world.

GRANT H. CORNWELL
President, The College of Wooster
BEYOND THE OAK GROVE
Experiential learning broadens student horizons

OPENING DOORS
The power of giving: endowed scholarships

THE 12 MONTHS OF WOOSTER
The 2012–2013 academic year in review

FOLLOWING THE MONEY
Strategic priorities call for strategic budgeting

BEYOND THE OAK GROVE: BROADENING OUR HORIZONS

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OBITUARIES

COVER: Last summer, one of the students who stepped outside the Oak Grove to expand her horizons was Bailey Connor ’15, who captured this photo in Peru, where she fulfilled an APEX Fellowship.

IMAGE ABOVE: A late afternoon overlooking the quad.

FALL 2013 | Wooster
Fossil fuel divestment? Yea & nay

In the last issue of Wooster magazine, Robert Everhart ’62 proposed that the College consider joining a group of educational, environmental, and religious institutions that have proclaimed a goal to divest in their portfolio holdings that have a focus in the production of fossil fuels. His letter prompted the following response:

A liberal arts education is supposed to be predicated on principles of academic balance and intellectual honesty. Wooster is free, of course, to advance such lofty aspirations as a carbon-free society where we all ride bicycles, eat (expensive) organic food and scorn our modern industrial world. But the stark realities that await today’s college graduates may tempt Wooster to consider a slightly more—dare I suggest pragmatic, if not more balanced—approach to understanding what actually powers the modern world.

Rather than contemplate a portfolio boycott of corporations with whom our green brethren share such philosophical disdain, why not shed light upon (and actually study) the palpable value that is derived from the fossil fuels that drive industrial America and which not only fuel much of the wealth upon which colleges and universities like Wooster depend but which are vital to the sustainability of mankind now and 100 years from now?

When it comes to the study of energy, we ought to be mindful that there is a vast new universe of high tech, low cost, clean fossil energy development under way, which may well determine if this nation remains preeminent in the world or not. Of course the consequences of our not being preeminent are so far reaching that you may want to make that next year’s theme of study.

DAVID WHIPPLE JOHNSON ’82
SALEM, OHIO

What a great issue of Wooster! I was delighted to hear that Ken Fischer is recognized as a distinguished alum. He ran freshman orientation in 1963, and I’m sure I wasn’t the only nervous newcomer who appreciated his energetic, welcoming presence. By the end of those exciting days we had come together as a class and could sing “The Elms” and even “The Wooster Love Song.” Thanks, Ken.

I was heartened by the report on all the efforts the College is making on sustainability. I do believe the only hope for the future is to fall in love with the Earth, and I’m glad to see that’s happening on campus. The demise of the coal plant, energy efficiency, the shift to reusable cups and tap water, the bicycle program, concern for diet, stormwater, and even an official sustainability coordinator—all good news! I hope my college will also take one more critical step and join the fossil fuel divestment campaign now under way at over 300 colleges and universities as well as numerous cities and faith communities (see 350.org). Words of encouragement from alumni could help make this happen.

EVE HEIDTMANN ’67
PORTLAND, ORE.

À la recherche du temps perdu

Taking advantage of my major in French literature that I have received from The College of Wooster, I would like to let you know that when Wooster arrives in my mailbox (practically at the other end of the world) it feels like a time capsule of the pleasant memories from my studies and years in Wooster.

Thousands of miles away from the alma mater it is difficult to keep contacts and take the opportunities to visit the school. Therefore, the publication is a source of information of all these very interesting developments that take place in Wooster. The magazine stays on my desk permanently until the next issue arrives, to the wonder of my clients, who ask what is this magazine with the “funny name” and what is it all about.

Thanks for the good work.

ALKIS PAPADemetriou ’81
KAVALA, GREECE

From the editor: Two corrections

A number of readers caught the error on the back cover under the photo of an Amish buggy on campus. While the recent book by Hurst and McConnell, An Amish Paradox, was described by its publisher as the “first comprehensive study of the Holmes County Amish settlement,” it was certainly not the “first book about the Holmes County Amish,” as our cutline claimed. Alumni remember with affection Our Amish Neighbors by William I. Schreiber, professor and head of the German department, published by the University of Chicago Press in 1962 and still on sale in the Florence O. Wilson Bookstore.

Our apologies also to Daniel Cohen ’14, president of the College Democrats, who was inadvertently omitted from the story about the organization’s Chapter of the Year Award. “While all of the officers were very much involved, the person who truly was the driving force behind the College Democrats’ effort this year was Daniel,” said faculty advisor Denise Bostdorff, professor of communication.
In the News

First female presiding bishop of Evangelical Lutheran Church

Elizabeth Eaton ’77 has been elected the new leader of the liberal-leaning Evangelical Lutheran Church in America—the first woman in that position. A native of Cleveland and a graduate of Harvard Divinity School, Eaton has been bishop of the Northeastern Ohio Synod and in that position also represented a first for her gender.

When Eaton arrived on campus in 1973, the Lutheran denomination’s practice of ordaining women ministers was only three years old. Therefore Eaton, who had grown up Lutheran and had no experience with women ministers, says she was profoundly affected by the College’s Rev. Cindy Jarvis, associate pastor of the Westminster Presbyterian Church. Eaton, who earned a B.S. in music education, said clarity about her life’s work began at Wooster.

In a 2007 interview with Wooster magazine, she said, “I had this long list of existential questions for Cindy and I remember being so impressed with the fact that she didn’t answer any of my questions, but instead allowed me the space I needed to come to my own, deeper understandings. That was when I started to think that maybe I wasn’t supposed to be a band director.”

New archaeological find

Olivia Navarro-Farr, assistant professor of anthropology and archaeology, and an international team of archaeologists made another significant discovery in the ancient Maya city of El Perú-Waka’. On the heels of last year’s discovery of the tomb of Lady K’abel, a seventh-century Maya queen, last March they found a carved stone tablet (stela) buried as an offering inside a new temple construction, most likely as part of a funeral ritual for Queen K’abel entombed in the building.

A random act of kindness

Outlets across the country, including Good Morning America, The Huffington Post, and msn.com covered the story of a random act of kindness by Wooster senior Zach Rotter at the Detroit Metropolitan Airport. When a fellow passenger whose flight was cancelled asked strangers at the airport if anyone would drive her to the site of her father’s funeral, Rotter said, “Sure!” Ten hours later, he delivered his new friend and her children to New York City in time for the funeral service.

Campus updates

New member of the Board of Trustees

Jennifer E. Saliers ’83, appointed by the Alumni Board, is a consultant on nonprofit organization management. She has been an alumni admissions representative, co-class president, and regional leader of Scots in Service and served on the Alumni Board from 1993 to 1996.

Profile of the Class of 2017

The 560 newest students on campus were selected from 5,583 applicants. They represent 38 states and 29 countries; 75 percent ranked in the top 25 percent of their graduating class; 42 percent are male, 58 percent female; 38 percent are in-state, 62 percent are out-of-state; 6 percent are international, 17 percent are American multietnic. States with the most representation are Ohio, Pennsylvania, Michigan, California, New York, Illinois, and Maryland. Top countries are China, Vietnam, India, and Japan.

The cow debate

She was two stories high, smiled sweetly, and lit up at night. And you either loved her or hated her. The inflatable cow that welcomed new students to orientation prompted the pro-cow contingent to chortle, “Embrace the cow!” and the anti-cow crowd to sniff, “Not quite who we are, is it?” Reports circulated that if students were to pull one of the portentous udders, they would not flunk their first exam. Many industrious first-years complied.
It's our new landmark and therefore the local equivalent for views aloft in New York and Paris.”
—Alumni Bulletin, Nov. 1958

A smaller footprint
The College has replaced its coal-burning facility with a natural gas boiler, which means a 50 percent reduction in the College's carbon footprint and the capability of future power additives from solar, thermal, and biomass technologies. The new system will pay for itself in less than 10 years, says Doug Laditka, director of facilities and physical plant operations, with a $4 million savings in operating and maintenance costs over the next decade.

Wooster's “Monument” bites the dust
The smokestack on the Herman Westinghouse Memorial Power Plant had become an environmental and technological dinosaur, and few on campus mourned its demise as it slowly came down during the summer of 2013.

But there was a time when it was a source of pride. The power plant, built in 1939, burned thousands of tons of coal every year, and in 1958 the citizens of Wooster—particularly in new developments to the east and north—began to notice the smoke, ash, and soot spewing from campus. "The city authorities recently issued an ultimatum, which the college trustees felt could not be denied," reported the November 1958 Wooster Alumni Bulletin.

"Accordingly, the new chimney has been built to a height which we are assured will eliminate the smoke nuisance. The cost also is astronomical—$93,000 for the foundation, chimney and breaching."

When students returned to campus in the fall of 1958, there it was. "It isn't another Empire State building, nor an Eiffel Tower," reported the Bulletin. "But it's our new landmark and therefore the local equivalent for views aloft in New York and Paris."

And with it came stories and memories, Larry Vodra '61 remembers that his friend and campus photographer, the late Art Murray '20, immediately climbed to the top to photograph the campus from a new vantage point. And Gordon Shull, professor of political science emeritus, remembers a conversation from the summer of 1966. He and his family had spent time in Washington, D.C., and his five-year-old son Andy had fallen in love with the Washington Monument. The family returned to Wooster in the fall, and at the first football game, Andy pointed to the right and said with great excitement, "There's the Wooster Monument!"
“The natural gas boiler does not require a smokestack, so the 105 foot stack is being taken down.”

—Doug Ladika

(opposite, lower left) Campus photographer Matt Dilyard captures the dawn of one technology and the twilight of another in his image of the new Scot Center's solar roof with the old coal smokestack puffing on the horizon.

(this page) To photograph the demolition, Dilyard perched on the edge of the main structure's roof (being careful to avoid corroded roofing panels). “A hot and dirty climb with a sketchy descent provided me with a little post-roller coaster euphoria afterwards,” he says.

The new boiler arrives.
The College of Wooster has a history of hands-on, real-life learning. Alumni of programs such as peer tutoring, Ohio Light Opera, Wooster Volunteer Network, education field experience and student teaching, social entrepreneurship programs, and the speech and hearing clinic count these experiences as some of their most meaningful. This year we highlight two programs that are celebrating their 20th anniversaries—AMRE and undergraduate summer research. We also feature a program that in its inaugural year is both old and new.
APPROXIMATELY 24 YEARS AGO, a mathematics student asked her professor a two-pronged question: “What,” she asked, “can I do with a math major, besides go to graduate school? And, more specifically, what can I do with a math major this summer?”

Mathematics professor John Ramsay put his mind to the question and this year celebrated the 20th anniversary of its answer. There must be, he thought, companies and institutions willing to hire teams of students who would use mathematical tools to tackle tough problems. He searched for other institutions doing this sort of thing and found no one.

So in 1994, he created a program from scratch. He declined his students’ recommendation of COW PIE as an acronym and settled instead on AMRE—Applied Mathematics Research Experience. The first year, AMRE had two clients—Smith Dairy and the City of Wooster. Smith Dairy, under the helm of Wooster alumnus Steve Schmid ’74, had questions about their warehouse storage of ice cream cartons. The City of Wooster wanted a data assessment tool to review budgets. And both clients were willing to pay for a team of three students and one faculty adviser who would spend eight hours a day for eight weeks to solve the problem. Nominal fees at the

“Companies began saying, ‘Wow! This isn’t just an educational investment designed to assist students—we can actually get some valuable help.’”

JOHN RAMSAY
Director, AMRE Program

Than Chi Dang, Julia Land, and Thulan Pham tour the Will-Burt plant in Wooster to help them better visualize their project.

Twenty years later
226 STUDENTS

have worked on

III PROJECTS

for 30 DIFFERENT CLIENTS
beginning of the program have increased to today’s $15,000 fee for each project.

The program grew slowly. “It didn’t have any clear footing because we didn’t know where it was going,” remembers Ramsay. “Each year I thought, ‘It’s a good idea, maybe it will happen again next summer.’”

Using publicity outlets such as Rotary, the Chamber of Commerce, and campus open houses, Ramsay piqued the interest of more and more clients. “We started having some credentials. Once we could demonstrate the project we did for Goodyear, for example, we started turning other heads. Companies began saying, ‘Wow! This isn’t just an educational investment designed to assist students—we can actually get some valuable help.’”

A bonus for both students and clients is the close mentorship that student teams receive from faculty mentors. Ramsay remembers an aha moment from a client. “A company representative said to me, ‘We’re paying for student interns, but we’re getting the expertise of a faculty adviser for free!’”

Twenty years later, 226 students have worked on 111 projects for 30 different clients.

“IT WAS GOOD NOT TO ALL BE ON THE SAME PAGE”

The key to AMRE’s success—deftly marketed to companies by Ramsay—is the added value of using a team whose members are carefully chosen to contribute a distinctive perspective or skill. Rather than hiring individual interns for the summer, he asks prospective clients, why not hire a team and receive more than the sum of its parts?

For example, this past summer math major Julia Land ’14 (a returning AMRE student) was teamed with Thanh Chi Dang ’15, a business economics major, and Thulan Pham ’14, an economics major. Advised by Lisa Verdon, assistant professor of economics, the team tackled a problem for new client Will-Burt, a local contract manufacturer whose administrators wanted to know which seg-

Michelle Blackwood ’14 and Hunter Vanhorn ’14 work with Ohio Agricultural Research and Development Center’s Prof. Esther van der Knaap on the genome project in the tomato genetics and breeding program. Blackwood, a computer science major, has spent two AMRE sessions on the project. “AMRE gives us such an opportunity to learn about subjects outside our major,” she says. “I had only had one class in bioinformatics, but I was able to learn the basics for the job by reading more about biology. I also had to learn communication skills, economics, and strategizing. I enjoy bioinformatics and may pursue it in graduate school. And I wouldn’t mind working at the OARDC.”
ments of its business units were the most profitable.

Says Land, “We came from different disciplines and with different skills, different minds, and different wiring. It was good not to all be on the same page. For example, Thanh was so good with Excel; he just kept staring at it and didn’t complain. He saw things I never could. And we’re different levels of shy. Thulan was super valuable in the office but a little shy talking to the client.”

It was a tough project. As required by all AMRE teams, the group presented its final results to company administrators who—while they didn’t learn quite as much as they had hoped—learned that they needed to store data differently so that next time around results could be more easily analyzed. “The students learned that real life is messy,” says Prof. Verdon. “This wasn’t about sitting in class with nice, clean data.”

AMRE students come away with sharpened analytical skills, a better understanding of vocational direction, and job leads that have turned into offers. But nothing is more important, says Ramsay, than their newly honed ability to work as a member of a team, shaped by both mentorship and experience. “A lot of students in mathematics and computer science are accustomed to working very well on their own and they have a lot of confidence in their own abilities. Sometimes they struggle to find the value in someone else’s perspective.

“In the end, they must ask, ‘What’s the final goal?’ The final goal is to figure out how to work together and solve the problem successfully. Their client has ponied up a lot of good money for a solution. They can’t drop the class. They can’t choose their teammates. They aren’t given a choice. This is it.”

“The students learned that real life is messy. This wasn’t about sitting in class with nice, clean data.”

Lisa Verdon Assistant Professor of Economics

(above) AMRE’s 2013 class takes its weekly picnic break at Christmas Run Park. The camaraderie that comes from working closely together is further enhanced by picnics, ice cream runs, and games.
AMRE team members (from left Becca Wardrop ’14, Shay Khushnood ’14, and Ana Godonoga ’14) attended a seminar conducted by Cameron Maneese ’79, director of the Wayne County Family and Children First Council. Although this is her third year with AMRE, Godonoga brushes aside any suggestion that she might have been the team leader for the Wayne County children’s project. “We were all leaders,” she says.

Although there are some returning students, the majority of AMRE participants attend only once, says Ramsay. “We turn over students as much as possible and therefore most don’t come in with a lot of experience. We take time to get things figured out and find the right way to address a problem. But that process is so important.” One of the goals for the program, he says, is that the AMRE experience becomes a stepping stone to future opportunities with a client.

The nature of the projects has become increasingly interdisciplinary. For example, business economics major Ana Godonoga ’14 spent her first AMRE stint assessing experiential learning at Wooster. The next summer she consulted with AIG Insurance in New York City, helping to create a model to predict the probability of an employee leaving the company. In her final summer with AMRE, she worked with Wayne County Children Services to help understand the county’s comparatively high rates of children in foster care. Following her eight weeks at AMRE, Godonoga parlayed her consulting abilities into a job with a consulting firm in Boston that specializes in product management and development.

Departments of chemistry, physics, and business economics have participated in AMRE, and the College is exploring ways for more faculty members to be involved. Ramsay says he looks forward to the added value of more disciplines. “We could get a lot bigger.”
A number of clients have returned for multiple projects, and some hire students for more than one project in a summer. The following list includes a sample project for each company.

<table>
<thead>
<tr>
<th>Company</th>
<th>Year(s)</th>
<th>Project Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Gerstenslager Co.</td>
<td>1998</td>
<td>Analyzing cycle counting and inventory accuracy</td>
</tr>
<tr>
<td>Goodyear Tire and Rubber Co.</td>
<td>1999, 2000</td>
<td>Predicting wear on tire surfaces</td>
</tr>
<tr>
<td>The J. M. Smucker Co.</td>
<td>1995</td>
<td>Predicting the volume and field price of strawberries in the Oxnard, Calif., growing area</td>
</tr>
<tr>
<td>Kent Displays Inc.</td>
<td>2012, 2013</td>
<td>Analyzing the cutting processes for film used to make Boogie Boards</td>
</tr>
<tr>
<td>LuK Inc.</td>
<td>1995, 1998</td>
<td>Improving the production of a turbine blade</td>
</tr>
<tr>
<td>The Main Street Wooster Corp.</td>
<td>2003, 2007</td>
<td>Analyzing consumer and business owner needs, habits, and expectations</td>
</tr>
<tr>
<td>Metromedia Technologies</td>
<td>1997</td>
<td>Determining the best placement of fasteners on billboards and banners</td>
</tr>
<tr>
<td>North Coast Athletic Conference</td>
<td>2013</td>
<td>Analyzing methods of scheduling athletic contests</td>
</tr>
<tr>
<td>Ohio Light Opera</td>
<td>2008</td>
<td>Estimating the economic benefit OLO brings to Wooster every summer</td>
</tr>
<tr>
<td>Ohio Agricultural Research &amp; Development Center</td>
<td>2000, 2003, 2005</td>
<td>Developing an algorithm to analyze how tomato genotypes correlate with phenotypic traits</td>
</tr>
<tr>
<td>Progressive Auto Insurance</td>
<td>2004, 2005, 2006</td>
<td>Creating a computer simulation of the auto insurance market</td>
</tr>
<tr>
<td>ProQuest Automotive (Bell &amp; Howell)</td>
<td>1997, 1998, 2004</td>
<td>Analyzing vector-based imaging formats</td>
</tr>
<tr>
<td>Rubbermaid Home Products</td>
<td>1997</td>
<td>Analyzing the cycle time required to produce a plastic product</td>
</tr>
<tr>
<td>Smith Dairy</td>
<td>1994, 2005</td>
<td>Increasing production efficiency</td>
</tr>
<tr>
<td>Technology Geosystems Inc.</td>
<td>1997</td>
<td>Developing a prototype website</td>
</tr>
<tr>
<td>United Titanium, Inc.</td>
<td>1999</td>
<td>Developing a model for analyzing economic ordering</td>
</tr>
<tr>
<td>Vermeer Manufacturing</td>
<td>1996</td>
<td>Designing a new production scheduling system</td>
</tr>
<tr>
<td>Wayne County Center for the Arts</td>
<td>2003</td>
<td>Surveying existing and potential clients</td>
</tr>
<tr>
<td>Wayne County Children Services</td>
<td>2013</td>
<td>Analyzing the factors that lead to children being placed in the custody of the county's children services</td>
</tr>
<tr>
<td>The Will-Burt Company</td>
<td>2013</td>
<td>Analyzing the comparative profitability of the company's units</td>
</tr>
</tbody>
</table>
WHEN PHYSICS MAJOR Popi Palchoudhuri ’16 learned that she would be one of eight Wooster students to participate in the physics department’s coveted eight-week summer research program, she cried. But not for joy. At that moment, what she really wanted was to return home to Kolkata, India. “My friends told me I was crazy—that it was a great honor,” she says. “But everyone was leaving campus and I wanted to see my family.”

Within a week, she was part of a close-knit group of students who conducted research alongside five faculty mentors. A kind of summer family grew not only from research, weekly symposia, and tutorials but also from picnics, a pie potluck in celebration of pi, and evening board games. When temperatures soared in their unairconditioned residence hall, the students brought sleeping bags to Taylor Hall’s hospitable reading room. (Physics professor and program coordinator John Lindner notes that a study by the American Institute of Physics shows a significant correlation between the strength of a physics department and the presence of a student lounge.)

“All of us became very close,” says Palchoudhuri. “It was a wonderful experience.”

It is common for higher education institutions to recruit upper classmen for research programs, but at Wooster most of the positions are reserved for rising sophomores. “There’s an ulterior motive,” says Lindner. “We get more physics majors this way. It’s a great experience and students talk to students.”

(right) Graphic illustrations were created by summer research assistants to show the gravitational interaction of a line segment mass and a point mass; the diagrams depict the spacetime evolution of a system.
Participants present their research to one another in weekly symposia and prepare posters for a culminating poster session, to which their families and professors are invited. The nontargeting and relaxed experiences, says Lindner, are good preparation for future presentations at professional society meetings.

Also enhancing the experience has been the program’s annual inclusion of three or four students from other institutions. Since it began 20 years ago, the program has attracted students from 43 colleges or universities in 21 states, including prestigious institutions such as Stanford, MIT, and Carnegie Mellon. “Our program’s national element is invigorating and raises the level for everyone,” says Lindner.

But the program’s 17-year track record of National Science Foundation funding was interrupted in 2011, a result of federal budget shortfalls and—more recently—sequestration. The program is currently supported by the Howard Hughes Medical Institute and internal College Sophomore Research Experience funds, but the cutback represents significant differences. “With NSF funding, we had more money for advisers, funding for conferences and supplies, and the ability to invite students from other institutions. Now we’re getting by,” says Lindner.

“Funding is an issue. I think about it all the time. I think it’s going to be another hard year. But we have a good program and a good track record of publications. We have a shot at more NSF funding. But there are no guarantees.”

A LATEBREAKING DEVELOPMENT
As the Annual Report went to press, Susan Lehman was named principal investigator for a three-year $355,973 collaborative grant from the National Science Foundation to understand and explain the effect of cohesion on avalanche statistics in granular material.
T

HIS YEAR, THE COLLEGE concluded its 12-year grant program with the Lilly Project for the Exploration of Vocation and moved seamlessly into the next chapter of its mission to integrate academic and vocational exploration.

Called APEX Fellowships, reflecting the College’s new APEX (Advising, Planning, Experiential Learning) Center, the fellowship program continues the Lilly model of requiring students to participate in pre-departure activities, on-experience reporting, and post-experience reflections.

“The emphasis of the fellowships,” says Cathy McConnell, associate director of advising and experiential learning, “must always be to foster students’ growth and ability to reflect on their skills and talents, and never simply to provide organizations with free labor. This important distinction is why we call these experiences ‘fellowships’ rather than just ‘internships.’”

A significant portion of the Class of 1963’s class gift was tagged for experiential learning—from their $5,071,621 gift, $146,258 will be used to create the Student Summer Research Fund and $196,739 was added to the APEX Endowment.

Increasing the scope of experiences and numbers of participants. APEX retains areas served by Lilly—advocacy, civic engagement, and health care—and adds experiences in corporate businesses, education, and entrepreneurship. While Lilly funded a record number of 15 students in 2012, the inaugural APEX summer program funded 38 students representing 26 majors. Average funding for each student was $2,900.

Although students are ultimately responsible for identifying and developing their own summer fellowships, a list of 60 new internship opportunities was developed by a networking team of more than 100 people—staff from career planning and experiential learning, alumni, and trustees. The effort was spearheaded by new staff member Ryan Ozar, associate director of internships.

Expanding the size of the mentorship team for each student from two people to eight—four faculty members and four experiential learning staff. “The increased buzz about APEX Fellowships resulted in the tripling of the number of one-on-one appointments with students interested in vocational or career exploration, compared to what we had seen previously,” says McConnell. And the buzz, she says, has also raised the level of faculty engagement and skill in incorporating vocational exploration into their advising. In addition, Landre McCloud, Alumni Relations, identified 70 alumni professionals working or living in the cities where APEX Fellows spent their summers, for networking and support.
ALLISON RAPUNDALO ’15
Audiology research and direct client service

The summer after her sophomore year, Allison Rapundalo worked at the Neuromotor Behavior Laboratory on the campus of the University of Michigan in her hometown of Ann Arbor, Mich. That was the beginning of her interest in speech disorders, and after she took Wooster’s Introduction to Communication Sciences and Disorders, she was hooked.

This summer she returned to the laboratory, where she worked on a project to determine if exercise (in this case, stationary pedaling) can improve the speech of people with Parkinson’s disease. Exercise stimulates dopamine synthesis, which in turn reduces symptoms of the disease, including speech disorders. Rapundalo’s job also included analyzing audio recordings in the laboratory, but she says working with patients was the high point of the experience.

As she anticipates working at the College’s Freedlander Speech and Hearing Clinic, Rapundalo says her work experience will stand her in good stead. “Communicating with clients might sound simple, but it’s not always easy—sometimes it can be awkward.”

“I feel comfortable with patients and I think they feel comfortable with me.”

Allison Rapundalo worked at the Neuromotor Behavior Laboratory on the campus of the University of Michigan to determine if exercise can improve the speech of people with Parkinson’s disease.

Photo by Eric Bronson, Michigan Photography
Using origami paper, wood, and clay modeling, Shyniece worked with a variety of artists to construct this replica of a slave ship, to illustrate an exhibit for the new museum MoWRE, The Museum of Women’s Resistance.

Photo by Domnique Prophete

SHYNIECE FERGUSON ’14

Telling the story of black women’s resistance

Communication studies major Shyniece Ferguson already had off-campus experience that supported her major—studying practical applications of public relations in Copenhagen and other Baltic states—so for her summer internship she was seeking an experience that enhanced her two minors, Women’s, gender and sexuality studies and Africana studies.

Shyniece’s Internet search revealed the perfect organization—Black Women’s Blueprint in Brooklyn, N.Y., and her persistent lobbying for an internship paid off. Not only was the organization (an NGO committed to securing social, political, and economic equality for women of African descent) a good fit, but the timing was perfect for a communications major to be joining their team for the summer. They were launching a new endeavor, the Museum of Women’s Resistance, which opened its doors on Shyniece’s last day of work.

One of Shyniece’s main jobs was to supervise the creation of a slave ship replica for the museum. “When my supervisor first told me what we were doing, I asked her, ‘What do slave ships have to do with black women’s resistance?’” Shyniece remembers. “And then she told me an incredible story. Instead of putting women slaves down below, sailors would chain them above, so that they could have sexual access to them. But the women revolted, stole the sailors’ guns, and sent the ships back to their home countries. We don’t know how many times this happened, but we have a few letters from sailors who wrote, ‘These African women have taken over—save us!’”

In addition to supervising the slave ship project, Shyniece helped conduct research for photo captions and exhibit descriptions for other displays. She also received training required of all employees of Black Women’s Blueprint on the culture of rape, bystander interventions, sex positivity, and LBGTQ in the black community.

“The combination of experiences brought together what I’m studying on campus,” she says. “It was amazing.”
**ANNIE PARTIKA ’15**

**Engaging the community in children’s stories**

Ann Partika ’15, majoring in psychology and minoring in education, had received her Fellowship and was set to administer a summer reading program in Cleveland. And then she learned that the program had been withdrawn because of insufficient funding. When she returned to the drawing board, Annie discovered Literary Lots, a project of Strategic Urban Solutions and the Cleveland Public Library that transforms empty lots into artistic settings of children’s stories—inviting places for children to drop by to learn, read, and play. Annie described her experience and interests and was invited to be an administrative intern.

“My APEX Fellowship,” wrote Annie in her blog, “is the perfect example of good things falling apart so better things can fall together.”

Annie’s diverse, creative job ranged from setting up fences, to meeting sponsors, to managing events. It was successful (200 people showed up on opening day). And rewarding. And fun. And (she discovered) not the discipline she wanted to pursue. “I found that I really want to concentrate on the psychology part of my studies,” she says. “The Fellowship did just what I hoped it would—it helped to focus my interests.”

This fall, Annie will study crosscultural psychology in Copenhagen.

“The Fellowship did just what I hoped it would—it helped to focus my interests.”

**ANNIE PARTIKA ’15**

Annie Partika shares a book and a sandwich sailboat (a scene from Cloudy with a Chance of Meatballs) with a young reader.
“The work was very gratifying and particularly satisfying for me because it was a very small piece of the overall defense of our nation, which I think is very cool.”

ZACHARY SESSA ’14

ZACHARY SESSA ’14
Conducting research for Internal Security Affairs, policy division, the Pentagon

When math and Russian major Zac Sessa ’14 began his internship in the policy division of the Internal Security Affairs office at the Pentagon, he says it felt “overwhelming.” Even though the subdivision where he worked focused on Russia (his area of study), the Ukraine, and Eurasia—the

Secretary of Defense Chuck Hagel stopped in to thank the interns for their summer service.
intimidation factor was high. “Most of the other interns were graduate students studying international relations or security studies. I can handle numbers and I know the Russian culture and language, but at first I thought ‘OK, I don’t know if I can do this.’”

But Zac watched, listened, and learned and by mid-summer was researching and writing policy drafts, preparing “read-aheads,” and attending as many meetings as his boss could negotiate. “The work was very gratifying and particularly satisfying for me because it was a very small piece of the overall defense of our nation, which I think is very cool.”

He ticks off many of the things he has learned—that the Pentagon culture—while efficient and disciplined, is more relaxed than he expected; that there are huge differences between academic writing and the directive and economic style of the policy analyst; that a workplace mentor who cares can add layers of meaning to a job experience.

Zac has always been interested in working in the area of defense and plans to go to Army Officer Candidate School following graduation. He studied abroad in St. Petersburg and hopes to do his I.S. on a comparative study of some aspect of the Russian and American militaries.

This summer he lived just two blocks from the White House; his evening jogging route took him past the famous reflecting pool. And when he ran into Secretary of Defense Chuck Hagel in the locker room at the gym, it made his day. “I ran out and called my dad and said, ‘Guess who I just saw?’”

His pride deepened when Secretary Hagel gathered the interns to thank them for their summer service.

BAILEY CONNOR ’15
Promoting Reach Trade Company; Wooster, Ohio; Lima Peru

Bailey Connor, a junior economics and anthropology major, was seeking a summer opportunity that would send her to South America. So when Peter Abramo, the new director of the College’s Entrepreneurship Center, gave her a tip about a new coffee bar in downtown Wooster called Reach Trade Co., she followed up.

“I met the two owners, fell in love with their story, and six months later found myself in Peru,” she says.

Two young social entrepreneurs from Wooster launched their coffee company in order to work closely with coffee growers in Peru to improve drinking water. A percentage of all sales goes directly back to villages in the Villa El Salvador District of Lima.

Connor’s job was to make two videos—on coffee production and on the water

Bailey Connor took photos (one is used on the front cover of this magazine) during her APEX Fellowship in Peru.
Connor documented the village's first-time use of water filters with photography, a video, and a blog: "These water filters will remove any bad bacteria or viruses in the water. . . we will return to the community later this week to check the progress of the filters. Then we can begin making more solid plans for the construction of a large bio-sand filter that will be able to clean all the water for the community."
project—and to blog and take photographs for the company’s website (http://reachtrade.com). “I was totally out of my element,” she says. “I’d never used a good camera or made a video. And it was so much fun!”

She lived on a farm—La Finca Santa Rosa—with one of Reach’s two coffee growers, where she learned about and documented the coffee production journey, from seed germination to “cupping.” Connor discovered that the high quality coffee that she observed Selina, her host mother, produce was the exception rather than the rule in Peru.

“The farmers are really struggling,” says Connor. “The country lags behind its neighbors in Latin America because for so many years they have been threatened by drug trade terrorists. Their daily concerns focused on sustaining and protecting their lives and the lives of their families. Coffee production took a backseat and quality was the last of anyone’s concerns. More recently, a fungus bacteria disease has taken as much as 50 percent of the crop. Governments in other coffee-producing countries have been proactive but in Peru they are not being helpful. There are many riots in the jungles—farmers demonstrating against the lack of support.

“Large companies knew the effect the disease was going to have and stocked up on their inventory, so prices are low, further affecting the farmer. And every day, farmers tell me that the increased rain from global warming—which keeps them from picking and drying the coffee—is very bad.”

Connor’s adventures and learning curve were rich and varied. She explored the street markets, visited the home of a shaman, became very sick (probably from bad water), and drove a stick shift for the first time through the rocky rural roads. “I had to take the initiative and learn new things,” she says.

“I had to take the initiative and learn new things.”

BAILEY CONNER ’15

BRINGING SALINA’S COFFEE TO CAMPUS

The president of Wooster’s student entrepreneurship club (called “Launch”), Bailey Connor sees opportunity around every corner. A few years ago she developed a specialized sewing skill—making backpacks. After returning from Peru she created a distinctive pattern using a new material—burlap coffee bean bags. Her mother (Karla Hammell Connor ’85) is cranking out backpacks from their home in The Woodlands, Tex., and Team Connor hopes to launch a website soon.

And Connor has plans for Reach coffee on campus as a way to involve students. Perhaps a coffee cart? Perhaps reloadable coffee gift cards?

These days, she is a sort of ambassador for her former host mother’s coffee, introducing the non-initiated with trips to downtown Wooster and distributing bags of coffee. “I know Selina,” she says. “I know this is her coffee. And I know it’s good.” And indeed it is.
The diverse mix of students who attend Wooster is testimony to the College’s commitment to opening its doors as wide as it can to all socioeconomic and cultural groups. More than 75 percent of Wooster students receive financial assistance, and many are frank about the help. “We couldn’t have come without it,” they say. Most financial aid comes from the College’s operating budget. But a small (and growing) amount comes from the income generated from endowed scholarships.
Photos and story

BY KAROL CROSBIE

Editor,
Wooster magazine
THE GISINGER-STEINER MEMORIAL SCHOLARSHIP

Giving: Jeff Steiner ’74

“It began with my grandfather,” says Jeff Steiner. “Scott Gisinger never went to college himself, but he recognized its value and his generosity touched many lives.” The owner of a car dealership in Akron, and later in Wooster, Gisinger helped his employees with college expenses for their children. And when his daughter, Lillian, was ready for college, he and his wife sent her to The College of Wooster. Lillian Gisinger ’37 married Ivan Steiner ’33. Could their son, Jeff, have gone anywhere else?

An economics major who went on to become a financial planner and then a college business and finance teacher, Steiner has served on the Alumni Board (as did his mother) and has also served as an alumni trustee. The Gisinger-Steiner Memorial Scholarship honors Jeff’s grandparents and parents and is available to students with financial need.

Receiving:
Zoe Cunningham-Cook ’16

One of three recipients of the Gisinger-Steiner Scholarship this year is Zoe Cunningham-Cook, a junior from Brattleboro, Vert., majoring in anthropology and minoring in Middle Eastern studies. Zoe, who traveled in Europe and Asia for a year following graduation from high school, hopes to study abroad in Morocco this year. Undecided about her major for her first two years on campus, she says she decided on anthropology after just one introductory course with assistant professor Olivia Navarro-Farr.

“It began with my grandfather. Scott Gisinger never went to college himself, but he recognized its value and his generosity touched many lives.”

JEFF STEINER ’74
THE ABRAHAM LINCOLN MEMORIAL SCHOLARSHIP

Giving: Paul Kendall ’64

While he was still a student at Wooster, Paul Kendall ’64 co-founded the Abraham Lincoln Memorial Scholarship Fund. A religion major, he was deeply concerned about the ways in which many institutions legitimized racial, sexual, ethnic, and religious prejudices. The summer following graduation, he worked in Mississippi helping with black voter registration.

He went on to receive his master’s of divinity, and then plunged into a lifetime of diverse professions, which ranged from city planner, to bank executive, to YMCA vice president, to nonprofit consultant.

He continues to care about injustice and inequality.

Receiving: Henry Phillips ’14

Henry Phillips’s dream is to return to his high school in Atlanta—not just as a visiting alum but as a political science teacher and basketball coach. “I’m passionate about teaching,” he says. “Helping young people connect with the world—there’s nothing like it.”

It could happen. A political science major and education minor, Phillips has taken advantage of every opportunity to teach—sometimes as part of a class, and sometimes as a volunteer—at Cornerstone Elementary School, the Montessori School, The College of Wooster Nursery School, and Edgewood Middle School. He hasn’t decided for sure but thinks his Independent Study project might be a yearlong curriculum to teach government and civics to high school students. He already knows what it would look like: He would bring local government officials in to speak to the students. “It would balance book work and actual experiences, so that when the students graduate, they would be ready to engage in the political process.”

Phillips has been president of Men of Harambee, a program house and fraternity for African American men and men from developing nations—an experience that has been a high point for him, he says. And why does he think that Wooster offered him the scholarship four years ago? “I guess they saw leadership potential,” he says.
Receiving: Sreyan Chowdhury '14

A pianist since grade school, Sreyan Chowdhury '14 first heard about The College of Wooster from his piano teacher in Kolkata, India. "My teacher told me that at Wooster there was much cross-talk between faculty and students—that Wooster was a great experience. A very generous scholarship really impacted my decision to come here."

Sreyan's father is an endocrinologist and his mother is a pathologist, so he has always been interested in pursuing a career in biological research (and possibly medicine), but it wasn't until he plunged into research at Wooster that his path became clear: He would marry research and medicine and pursue an M.D.-Ph.D. His research opportunities began in his first year, working in the area of neurological cancer biology with James D. West, assistant professor of biochemistry and molecular biology. "Because of the consistent research and my close relationship to Dr. West, I was accepted at the HSCI the summer after my sophomore year to assist with brain stem cell research. It was a fantastic experience. At Wooster, I received that base training to understand processes—how to do things at the ground level—setting me up for a huge playing field at HSCI."

Sreyan returned to the Harvard Stem Cell Institute in the summer following his junior year. He has begun work on his Independent Study—exploring the role of antioxidant proteins in the cellular aging process. He has taken his Medical College Admission Test (MCAT) and says he is passionate about the path he is pursuing. "It is so important to practice research and medicine concurrently. There isn't enough cross-talk between the two professions."

DR. RALPH AND MARGARET BANGHAM SCHOLARSHIP IN BIOLOGY

Giving: Jean Bangham '53

Jean Bangham grew up in Wooster, the daughter of Professor of Biology Ralph Bangham, a national authority on fish parasites. Prof. Bangham, who taught at the College from 1923-63, was popular on campus, and Jean remembers her parents entertaining students often in their home on North Bever Street.

No surprise, then, that Jean would major in biology at Wooster and complete a successful 43-year career as a geneticist at Oak Ridge National Laboratory, where she researched the rate at which mouse genes are mutated by various drugs and different types and levels of radiation.

Hers was a life of adventure—backpacking, rafting, canoeing, and horseback riding—on the Galapagos Islands, mountains of Czechoslovakia, glaciers of Iceland, mountains of Alaska, and all along the Smokies and Appalachian Trail.

In 2007, Jean established a scholarship for a student majoring in biology to honor her father and her mother, Margaret Williams Bangham.

“My teacher told me that at Wooster there was much cross-talk between faculty and students—that Wooster was a great experience. A very generous scholarship really impacted my decision to come here.”

SREYAN CHOWDHURY '14
LESLEY GORDON TAIT SCHOLARSHIP

Giving: Gordon Tait

In 1982, former College of Wooster president Henry Copeland wrote Professor of Religious Studies Emeritus Gordon Tait and the late Lois Tait a thank you note for the significant contributions the couple had made to the Tait Scholarship Fund: “A handful of individuals hold within their hands the destiny of the College, and you are among those persons who have made a significant difference in Wooster’s development,” wrote President Copeland. “You have prodded, encouraged, and provided support at important moments …” Thirty-two years later, Gordon Tait continues to prod, encourage, and support. And it appears that almost any moment is an important one.

As professor of religious studies from 1956–91, he was legendary for what his friends and acquaintances called his “long view of things.” His long view continues to encompass questions of history, theology, and—always—teaching and learning.

Receiving: Abigail Rodenfels ’14

Abigail Rodenfels will graduate from Wooster with a variety of hands-on teaching experiences at local schools and a license to teach early elementary students. Her experiences on campus and abroad also reflect her immersion in her major, religious studies, and her commitment to her faith.

Her resolve to become a teacher was unequivocal, but declaring a subject area major was more difficult, she says. “It took me a long time to decide on religious studies, because I have a lot of passions, including Spanish. But I really loved thinking about religion.”

For her junior Independent Study, Rodenfels researched secular pro-life groups, with a goal of understanding the groups’ stance as a philosophical and scientific one rather than one based on religious convictions. She was the coordinator for the volunteer program house, Agape Outreach and co-founded Scots for Life for students interested in the secular pro-life movement. Last summer, she taught classes at a care center in the Dominican Republic and hopes to return there for mission service following graduation.

A recipient of an APEX Fellowship (see pg. 14), this past summer she interned at the Life Resource Center in Dayton, Ohio.

“It took me a long time to decide on religious studies, because I have a lot of passions, including Spanish. But I really loved thinking about religion.”

Abigail Rodenfels ’14
“People at Wooster consistently helped me… I wanted to take those gifts and pass them along.”

WILLARD JOHNSON ’66

WILLARD JOHNSON FAMILY SCHOLARSHIP

Giving: Will Johnson ’66

Will Johnson’s story about how he ended up at Wooster and then gave back to his alma mater features the power of kindness. Johnson was 12 years old when his father died. He had close neighbors in Summit, N.J., who encouraged him to seek a scholarship to attend Blair Academy, a Presbyterian prep school in New Jersey. Blair became a pathway to Wooster, which offered Johnson a full scholarship. When his mother died during his freshman year at Wooster, Johnson says he remembers the kindness he received from many members of the Wooster family. “Starting out on your own at age 18 wasn’t something I was prepared for and the people at Wooster consistently helped me. But you never thank someone quite right at that age. I wanted to take those gifts and pass them along.” Today, nine Johnson scholarships are awarded annually.

Johnson went on to become president of Chelsea Community Hospital and to see two daughters and a son-in-law graduate from Wooster. “I encouraged them to go to the very best school they were qualified for. And they chose Wooster.”
“I really value the closeness we have with our professors; it’s important.”

AMANDA STEINHEBEL ’15

Receiving: Amanda Steinhebel ’15

By the time she had finished her sophomore year, physics and math major Amanda Steinhebel had already completed three research internships at the College. She chose to attend Wooster because of the research opportunities that were central to its mission. But it wasn’t until she was in the midst of her studies that she understood the rest of the mission—close mentorship. “I wasn’t really tracking on 'student-to-professor ratio' before I came here,” she says. “But now that I’m living it, I really value the closeness we have with our professors; it’s important.”

Before she knew it, she was working with John Lindner, professor of physics and astronomy, and Beau Mastrine, director of campus grounds, to prepare a scale model of the solar system that could be engraved onto a campus sidewalk. Last summer, she worked with Cody Leary, assistant professor of physics, on an REU (Research Experience for Undergraduates) National Science Foundation funded project that manipulated quantum optics properties (see pg. 12). This summer, she will research particle physics—an area she may choose to study for her Independent Study.

Steinhebel is a member of the Physics Club, vice president-elect of the Astronomy Club, and a clarinetist with the marching and symphonic bands and next year will live in one of three campus program houses that trains service dogs.

The oldest of four children, she says the grant and scholarship she received were essential to her ability to attend Wooster.
In early August, the campus appears slow and quiet, awaiting the students’ arrival. But it is an illusion. The wheels of housekeeping, student services, and campus grounds are turning faster and faster. By mid-August they begin arriving—new international students at the vanguard, followed by first-year students and their families, athletes, and marching band members. For a few short days, the first-years own the campus, with parades, photos, and parties. But soon everyone is back. ■ On Aug. 27, convocation heralds the beginning of classes. ■ On Scot Spirit Day that weekend, clubs and organizations table their wares in the Oak Grove.

POINTS of PRIDE

The Scot Center is awarded LEED Gold certification from the U.S. Green Building Council for its sustainable and energy-efficient design and construction.

APEX (Advising, Planning, Experiential Learning) opens its doors on the lower level of Gault Library. Both physically and functionally, it brings together career planning, academic advising, the Learning Center, the Registrar, and programs in entrepreneurship and experiential learning.
PHOTOS BY MATT DILYARD and KAROL CROSBIE

SEPTMBER 2012

By mid-September, it's as if they've never been gone. Homecoming on Sept. 21-23 brings alumni, friends, and students together. One group of folks you won't find on campus are the admissions officers, who will visit 1,000 high schools by the month's end. Campus grounds staff plant fall mums and pay careful attention to mowing athletic fields. Party on the Green, one of the concerts planned by the student Wooster Activity Crew, features student openers and a main act—Black Violin.

POINT of PRIDE The National Arbor Day Foundation designates the College as a "Tree Campus USA."
OCTOBER 2012


NOVEMBER 2012

For the 10th year in a row, the Day of the Dead is recognized with an elaborate altar in Kauke Hall. ■ Students look forward to their Thanksgiving recess. ■ Wooster Symphony and Dance Department give concerts. ■ The Wooster Forum, which has focused on the Middle East, concludes with the comic, “A Funny Middle East Revolution.” ■ Football and soccer seasons conclude and basketball begins. ■ Chemistry prof Paul Bonvallet delivers the annual “Chemistry of Thanksgiving” lecture. ■ The organic teaching garden at Pearl & College gives up the last of its produce. ■ Members of Paws to Pet Therapy Dogs, a group that has volunteered on campus for 10 years, snag students as they walk by.
For the 10th year in a row, the Day of the Dead is recognized with an elaborate altar in Kauke Hall.

DECEMBER 2012

On National Interview Day, admissions staff and alumni volunteers conduct interviews throughout the country. ▪ Classes end and “reading days” begin on Dec. 7; students sprawl and study in all corners of campus. ▪ For the fifth year, students spearhead “Snug in Their Beds”—delivering 30 beds to families in need. ▪ The Wooster Chorus performs a holiday concert with the Cleveland Orchestra and Chorus. ▪ Ten members of the women’s volleyball team go on a six-day service trip to Costa Rica; team standout Kelley Johnson ’13 receives Academic All-America First Team designation. ▪ Ted Burger ’98, award-winning documentary filmmaker, speaks to a religion and film class about his movie “River Dhamma: The Way of Conservation.” ▪ Entrepreneurial buskers play carols outside Lowry on the last week of classes. ▪ By mid-month, exams are over, the residence halls close, and the campus empties. Friendships deepen, as students say goodbye until next year. International students, hoping to see snow for the first time before they leave for the holidays, are disappointed. ▪ The Alumni Relations Office celebrates the College’s beginning with Founder’s Day; harpist Wendy Barlow ’74 provides music.

POINT of PRIDE

Biochemistry/molecular biology major and soccer standout Paige Piper ’13 is recognized as an Academic All-American for the third time.
Moot Court advances to the national competition, where members Rachel Stonebarger ’12 and Rachel Myers ’14 win top awards. Wooster theatre and dance students bring home regional awards at the Kennedy Center American College Theatre Festival, and Chelsea Gillespie ’13 advances to nationals for stage management of the play “Equus.” International students who have stayed home for the holidays prepare meals for themselves until classes resume in mid-month. The physics department installs a new observatory on the golf course, and on Jan. 18, members of the astronomy club detect the new telescope’s first light with glimpses of Jupiter, Orion Nebula, and a quarter moon. The photo exhibit “Posing Beauty in African American Culture,” opens in the Ebert Art Center and the d.scott* string quartet performs in the gallery. Food is the focus for learning and fellowship with Shabbat and Tu B’Shvat celebrations, Soup and Bread suppers at Kittredge, and Food and Learning lunches hosted by the Center for Diversity and Global Engagement. In Delhi, India, Vice President Scott Friedhoff and Prof. Shila Garg share a meal with alumni in the home of Sujit Kalnoria ’91.
FEBRUARY 2013

Outstanding students are recognized at the 42nd annual recognition banquet. ■ International students showcase their food and customs during Africa Week and the international food festival. ■ The international Ambassadors host their annual banquet and give presentations in the public schools. ■ New football coach Frank Colaprete is hired. ■ Students don formals and coats and ties for the Winter Gala. ■ A display case in the Scot Center honoring women athletes is constructed. ■ The Faculty at Large noon lecture series begins. ■ More than 100 students begin their field and senior student teaching experiences. ■ Nursery school students celebrate the season. ■ At the senior dinner, the Class of 2013 is welcomed into the Alumni Association.

The international Ambassadors host their annual banquet and give presentations in the public schools.
MARCH 2013

The Fighting Scots women’s lacrosse team begins its season—one that will lead team member Shawna Ferris to an Academic All-American award. ■ Long-awaited spring break arrives on March 8, sending 30 students to volunteer at sites in Tijuana and West Virginia. ■ Students return to the long-awaited I.S. Monday—in the snow! In solidarity, alumni across the country also celebrate I.S. Monday. ■ The Fighting Scots basketball team advances to the quarterfinals of the NCAA basketball championship, losing to Cabrini College by mid-month. ■ The Physics Club receives a national Blake Lilly Award for its outreach in physics education.

APRIL 2013

“Wooster bubble bursts; 23 dead in chaos,” trumpets the front page of the Voice’s traditional April Fool’s edition. ■ The annual Spring Fest brings to campus big name bands and musicians, with accompanying food and festivity. Students play an elaborate tag game of humans vs. zombies. ■ April is the busiest month for visitors; trees and flowers spring into action to impress the many prospective students and their families. ■ A record number of 5th and 6th grade girls attend “Expanding Your Horizons,” a 20-year-old workshop designed to encourage participants to enter science and math-related fields. ■ On the 26th, the annual Senior Research Symposium features the work of 264 seniors, who present their I.S. projects with exhibits and productions. Attendees include the members of the Alumni Board, who are meeting on campus. ■ Baseball begins. ■ “Sarcophagus,” a cardboard sculpture by Sam Donnorummo ’15, looks over the shoulders of members of Prof. Zurko’s sculpture class. ■ Izzy, the Biology Department’s 27-year-old resident iguana, dies of old age on April 27. ■ Fern Valley, a nature preserve given to the College by Betty and retired French Professor David Wilkin, is dedicated. ■ Students attend Lip Sync, the Greek-organized comedy show.
Students return to the long-awaited I.S. Monday—in the snow! In solidarity, alumni across the country also celebrate I.S. Monday.

National Decision Day is May 1, and students throughout the nation choose which college they will attend. For the second year, printmaking students create large relief prints to illustrate diversity. The Ebert parking lot becomes a studio, as a 12-ton steamroller serves as an oversized printing press. Admissions staff learn if they have “made their class.” Classes end on May 3. The College converts to natural gas and burns coal for the last time. May 13 commencement in the Oak Grove is sunny but chilly. By the next day, the campus has emptied. Housekeeping begins preparing for the onslaught of visitors in the summer weeks and months to come, beginning with the arrival of 750 high school students attending Power of the Pen.
ACADEMIC YEAR 2012-2013

JUNE 2013

The campus is alive with workshops and camps, including a three-day bioinformatics workshop. ▪ Ohio Light Opera begins performances. ▪ Alumni Weekend brings friends together; the Class of 1963 presents the College with a $5 million gift.

POINTS of PRIDE

The book College (Un)Bound is released. Author Jeff Selingo of The Chronicle of Higher Education singles out Wooster for its senior capstone experience.

Cara Haxo ’13 wins the National Federation of Music Clubs Young Composers Award

▶ Anthropology major and cross country/track and field stand- out Erin Plews-Ogan ’13 is recognized as a First-Team Academic All-American for the third time.
JULY 2013

Lowry dining hall and the Writing Center in the library receive face-lifts, with fresh paint, new tables, and carpet. ▪ Two facilities are repurposed as temporary student residences—Rubbermaid House, formerly home to career services, now houses 17 male students, and Culbertson-Slater House, formerly used by residence life and security, now houses 24 women. ▪ The Applied Mathematics Research Experience (AMRE) program serves the largest number of students in its 20-year history.

POINT of PRIDE

The 2014 edition of the Fiske Guide to Colleges identifies Wooster as one of 20 private colleges and universities in the U.S., Canada, and the U.K. that the editors deem a “best buy,” with “quality academic offerings and affordable cost.”
STRATEGIC PRIORITIES CALL FOR

STRATEGIC BUDGETING

BY

JOHN L. HOPKINS

Associate vice president for college relations and marketing at The College of Wooster
budget (n):

1: a plan for the coordination of resources and expenditures; 2: the amount of money that is available for, required for, or assigned to a particular purpose.

FEW

Whether for an individual, a company, or a college, to make a plan is to choose. Of all the goals that one might pursue at a given point in time, which are the most consequential and which—no less intrinsically worthy, perhaps, but less strategically important—must be put aside for another day? What specific initiatives are most likely to help achieve those strategic goals? What resources are required to undertake the initiatives, and where will those resources be obtained?

That last question is where strategic planning meets strategic budgeting.

“The goal of Wooster’s annual budgeting process,” says President Grant Cornwell, “is to align our operating and capital budgets in support of our core mission and strategic priorities through a process that is data driven, and informed by ongoing analysis of our financial situation and our competitive environment.”

In their annual priorities memo to the campus community last fall, Cornwell and David Gunning, chair of the College’s Board of Trustees, noted, “Our primary objective, our leading strategic commitment, is continuously to support, improve, and invest in the creative development of our core educational mission. Excellence in teaching and learning is the sine qua non of our integrity and prosperity as a liberal arts college.”

In pursuit of that objective, this year the College invested in the staffing and launch of APEX, a new, integrated approach to student academic and postgraduate advising, planning, and experiential learning. APEX, located on the ground floor of Gault Library, is a one-stop shop where staff can help students develop their educational and career plans; find internship, research, and leadership opportunities; or apply for an APEX Fellowship to pursue those opportunities. (For more about this year’s inaugural group of APEX Fellows, see pg. 14.)

“Our primary objective, our leading strategic commitment, is continuously to support, improve, and invest in the creative development of our core educational mission.”

Grant Cornwell
President, The College of Wooster
By explicitly tying budget planning to strategic planning and institutional priorities, the College today is more focused than ever on putting its money where its mission is.

This year also saw continued investment in new programming to support and inspire students and faculty interested in exploring innovative uses of digital media and collaborative approaches to research, and in efforts to keep faculty salaries competitive, in order to attract and retain the caliber of teacher-scholars required by a rigorous academic program built on mentored undergraduate research. New personnel and resources also were added to bolster the College’s development team in key areas such as sponsored research and foundation giving, an investment that will yield significant fund-raising returns, which in turn will support the core educational mission for years to come.

The College is able to make these investments thanks to steady improvements in enrollment results, strong annual giving, growth in revenues from auxiliary operations such as the bookstore, and careful stewardship of existing resources. Over the past three years, for example, the College has realized some $2.6 million in operating savings by switching health care plans and instituting new bidding and purchasing policies, energy conservation programs, restructuring in some areas, and more efficient scheduling of staff, among other initiatives.

With its strong Midwestern, Presbyterian roots, Wooster has always been a place that knows the value of a dollar. By explicitly tying budget planning to strategic planning and institutional priorities, the College today is more focused than ever on putting its money where its mission is.
giving to WOOSTER

Last year, the College received $15.57 million in gifts and grants from alumni, parents, trustees, foundations, corporations, and others. A bit more than $5.5 million of that total, which includes the money raised by the Wooster Fund, helped support the operating budget and is reflected in the operating revenues chart on page 42. Almost $5.2 million was given for capital projects, with much of that total reflecting payment of pledges for the Scot Center. New and existing endowed funds received $4.3 million.

Outright gifts accounted for the lion’s share of gift revenue—some 91 percent—while bequests represented a bit more than 5 percent. Giving by trustees, many of whom are Wooster alumni, accounted for 45 percent of the money raised last year, while non-trustee alumni contributed 21 percent of the total.

In 2013, the College received $15.57 MILLION in gifts and grants.
WHERE in WOOSTER?

The letters spelling out “Thank You” on page 44 originated from these locations.

T  Wooster Fighting Scots
A mural highlighting the photography of campus photographer Matt Dilyard leads visitors from the Scot Center into the Armington PEC.

H  The SHACK
The Shack, an institution at the College since 1915, holds memories for many.

A  RACE—Are we so different?
An exhibit at the Sussel and Burton D. Morgan Galleries of the Wooster Art Museum presented in association with the College’s 2013 Wooster Forum: Facing Race. The exhibit is organized by the Science Museum of Minnesota and is a project of the American Anthropological Association.

N  Independent Minds Working Together
“Independent Minds, Working Together” sums up the heart of a Wooster education.

K  LongbraKe Student Wellness Center
K: Students are greeted by this wall hanging, created by Lynne Kuffner, a nurse at the Longbrake Student Wellness Center.

Y  UniversiY Street
University Street reflects Wooster’s original name, The University of Wooster, which was changed to The College of Wooster in 1915.

O  AutOclave
Used to steam sterilize glassware and solutions, this elderly autoclave resides on the third floor of Mateer Hall. Staff guess it’s about the same age as the building, which was built in 1968.

U  CopernicUs
The frieze featuring the names of famous scholars that cups the ceiling in the reading room of the Timken Science Library reflects the 1998 restoration of the building’s original 1900 design.
In Closing

“Dream Worlds”
from the Independent Study of Madeleine Socolar ’13

*Surrealist artists would often sit around a table and play a game in which they created sentences called Exquisite Corpses. During this game, a sentence formula was followed and each person wrote his designated part of speech with the other players remaining unaware of his word. A grammatically correct sentence was then formed out of these words that had no relation to one another prior to the game.

The sentence formula that I used is: The adjective noun verb+preposition the adjective noun.

Eventually, I branched off and stopped relying on the sentences for inspiration. My later paintings are simply strange dream-like worlds from my imagination. Like the Surrealistic artists, my paintings aim to eliminate the line between reality and the dream world. I worked in oils, which allowed me to make my images pop with vivid colors. In the end, I have 12 painted windows that provide glimpses into the dream worlds that sprang from my imagination.”

— from Madeleine Socolar’s artist’s statement

Maddie Socolar is interning with her middle school art teacher at Bryn Mawr in Baltimore and substitute teaching as an art teacher in the upper school. She hopes to go to graduate school to earn a master’s in art education.

(Above, left to right) Heat; The First Rabbits