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# Continuum

THE MAGAZINE OF THE UNIVERSITY OF UTAH

VOL. 23 NO. 2

## OF MULTITASKING AND Medicine

AS THE U'S HEALTH CARE CHIEF,  
VIVIAN S. LEE RELISHES BALANCING  
HER MANY ROLES



▶ **LAW AND THE MIDEAST:** A U PROFESSOR'S REVOLUTION  
▶ **BUILDING A TEAM:** THE U WOMEN'S BASKETBALL PROGRAM

▶ **PATHS TO COMPLETION:** THE U'S GRADUATION RATE PLAN  
▶ **A LIFETIME IN BUSINESS:** U ALUM BILL MARRIOTT'S BOOK



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*Photo by Brian Nicholson*

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*Cover photo: Vivian S. Lee, the University of Utah's senior vice president of Health Sciences, chief executive officer of U Health Care, and dean of the School of Medicine, stands in the Huntsman Cancer Institute's infusion center, overlooking the University Hospital. (Photo by August Miller)*



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# Your Comments

## ALTERNATIVES TO ANIMAL RESEARCH?

I'm amazed at the number of construction projects now going on at the U ["Construction Update," Spring 2013]. As a donor, I'm glad others are contributing to the U's development. My one concern is the animal labs attached to the Skaggs Pharmacy Building. I hope the U explores alternatives to animal research. There have been many humane alternatives developed and the tradition of humaneness extended.

*Clarence Widerburg BA'75 MSW'75  
Portland, Oregon*

## A WINDOW ON VETERANS

Thank you for shining a light on veterans who seek to continue their education at the University of Utah ["Armed With Knowledge," Summer 2013]. Discourse with our service members and civilians serves to [help us] gain insight on the true nature of military service. I wish that a campus center had been available after my enlistment concluded in 1975. Bravo to all involved in aiding their transition from the military to civilian student life.

*Jack Homen  
ADRAN, U.S. Navy, 1972-75  
Associate Instructor  
U Center for Emergency Programs*

I was happy to read about the opportunities and resources available to our veterans. It is sad that this wasn't done after the Vietnam War!

*Donald Orlando BA'67  
Spokane, Washington*

Thanks for the great article. I think it fairly summarizes the situation that vets face. While not all vets have been in combat, most have significant life experiences that shape the way they think, treat others, and approach problems. I went to nine-week basic training at age 30, and it affected me profoundly. The University is a better place for what all these vets bring to the institution.

*Rich Stowell  
Graduate Teaching Assistant  
U Department of Communication*

I'm really proud to serve in the military during peace time. I think that all vets should be thanked for all they have done for their country, here at the University of Utah, past and present.

*Albert Ortega  
Salt Lake City, Utah*

## A RIVER RUNNER'S LEGACY

I really enjoyed the article and readings of Ken [Sleight]'s efforts in the early days ["Fighting for the Wild," Summer 2013]. I was a river guide for the U outdoor program in '95-'97 and can't imagine what we would have lost if not for these early activists.

*Dave Hagen BA'97  
Monrovia, California*

## GRATITUDE FOR A PROFESSOR

My first class at the University was David [Kranes]'s examination of the poetics of space ["Games of Chance," Summer 2013]. It marked me... He taught me a lot about literature and theory and structure and drama. He carefully imprinted for me how language works. He inspired me to read beyond without ever demanding it of me. But what I value most was the personal David he offered his students. He is a brave man capable of putting his most vulnerable self out for examination by the daftest of us students. I know that quality will get him through his cancer.

*Molly Fowler BUS'79  
New York, New York*

All comments submitted via [continuum.utah.edu](http://continuum.utah.edu)

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# U Strengthens Oversight of Athlete Complaints



**U**niversity of Utah President David W. Pershing in July announced new measures to ensure student athletes have multiple outlets to report inappropriate behavior. Pershing acted after an independent investigation revealed deficiencies in the current system.

In March, the University's Board of Trustees hired three attorneys as independent investigators to explore allegations of physical and psychological abuse by former U coach Greg Winslow within the University's swimming and diving program. The final report—compiled by investigators Alan Sullivan JD'74, John Nielsen BS'67 JD'69, and Michael Glazier—was made public in July after a three-month, comprehensive investigation. To gather their information, the investigators interviewed 53 witnesses. Eleven people declined to be interviewed, including some former students and their parents who had complained about Winslow's coaching methods and who told the investigators they would not meet unless the investigators agreed to a list of preconditions, which the investigators found "unacceptable," according to the report. Thirteen more people did not respond to the investigators' requests for an interview.

The investigation found "isolated instances" of physical abuse and a pattern of psychological abuse by the coach, who

was an alcoholic, Sullivan said during a July news conference to announce the findings of the inquiry. Winslow was the U's swimming coach from 2007 until he was suspended this past February, and his contract was allowed to lapse this summer.

"After thoroughly reviewing this report, it is clear to me the Athletics Department failed to properly support its students," Pershing says. "While the administration did place Winslow on a performance improvement plan after several complaints about his coaching techniques, a communications breakdown allowed Winslow's personal problems to disrupt the program and create an unnecessary, uncomfortable, and inappropriate environment for our student athletes. This is unacceptable."

Pershing has been working with U Athletics Director Chris Hill MED'74 PhD'82 and the Athletics Department to implement appropriate change. Pershing says he is confident Hill and his staff are fully dedicated to taking whatever steps are necessary to correct their mistakes. Hill notes that during his 26 years as the U's athletics director, the department's top priority has been to provide strong support for its student athletes. "As this comprehensive and independent report indicates, we could have done better," Hill says. "I could have done better. I am ultimately responsible for all of our 400 student athletes and

pledge to do a better job in the monitoring of our staff and programs."

At a news conference in July to announce the investigators' findings, Hill apologized: "I'm sorry. I want to apologize to any of our current or former swimmers who think I didn't do my job."

Hill has already implemented changes within his department and will now incorporate recommendations from the investigators. The enhancements include an ombudsman to Athletics who has been appointed through the Student Affairs office and will serve as a confidential conduit for student athletes. The position, held by Ryan Randall MSW'03, will report directly to the dean of students, independent of the Athletics Department. Pershing also has appointed Karen Paisley to be a faculty athletics representative and special assistant to the president, with specific direction to monitor student welfare.

Members of the Student Athlete Wellness Team have been instructed to now report instances of abusive coaching practices directly to the director of athletics. The Athletics Department also is developing written standards for safe and effective coaching methods and must ensure these standards are strictly enforced. And Hill, during the news conference, said the Athletics Department plans to do more extensive background checks when hiring coaches.

The University of Utah will also work to better ensure all employees and students are provided with information on substance abuse and how to report it. Associate Vice President Amy Wildermuth will work to verify that the proper disciplinary process is followed if substance abuse occurs, with consequences ranging from a performance improvement plan to a required leave of absence for treatment to termination. **U**

—Visit [continuum.utah.edu](http://continuum.utah.edu) to read the full report from the investigators.

# Five New Deans Appointed at the University

The University of Utah in recent months has hired five new deans, all of whom are nationally and internationally recognized scholars, researchers, and educators in their fields.



Rena N. D'Souza became the inaugural dean of the U's new School of Dentistry in August, when the school also welcomed its first class of 20 students. Prior to her arrival at the U, she was a professor in the Department of Biomedical Sciences at Baylor College of Dentistry and served as its chairwoman from 2006 to 2012.

D'Souza is known for her research in craniofacial development, genetics, tooth development, and regenerative dental medicine. As principal investigator and director of a National Institutes of Health-funded institutional research training grant, D'Souza supervised and mentored the training of dentists and scientists at the predoctoral and postdoctoral levels. She also organized a team of faculty who conceptualized and collaborated in an innovative, evidence-based dentistry curriculum for the DDS program supported by an NIH grant. D'Souza received her bachelor of dental surgery degree from the University of Bombay and was awarded her doctor of dental surgery, master's, and doctoral degrees from the University of Texas Health Science Center at Houston.



The U's College of Nursing also has a new dean: Patricia G. Morton—a nationally known expert in nursing education, critical care, and cardiovascular nursing. Morton

most recently worked as a professor and associate dean for academic affairs at the University of Maryland's School of Nursing

and was a Robert Wood Johnson Executive Nurse Fellow. Last fall, she was appointed as the editor of the *Journal of Professional Nursing*, a scholarly journal published by the American Association of Colleges of Nursing, and she is the author of *Critical Care Nursing: A Holistic Approach*, a textbook now in its 10th edition. Morton holds undergraduate degrees in biology and nursing from Loyola College and Johns Hopkins University and obtained her master's and doctoral degrees from the University of Maryland. She also completed the Acute Care Nurse Practitioner Program at Georgetown University's School of Nursing.



In June, David Kieda was named dean of the U's Graduate School. As professor and chair of the Department of Physics and Astronomy at the U, Kieda worked closely

with faculty and administrators to establish and expand the astronomy program. Kieda received his undergraduate degree from the Massachusetts Institute of Technology and his doctorate in physics from the University of Pennsylvania. He joined the University of Utah faculty in 1990 and is an internationally known researcher on the use of astronomical telescopes and observations to study the fundamental particles and forces in the universe. He was honored with the 2012 Utah Governors Medal of Science and Technology and the U's 2013 Distinguished Scholarly and Creative Research Award.



Also in June, Alberta Davis Comer was named dean and director of the U's J. Willard Marriott Library and University Librarian, and she assumed her new

roles in August. Prior to her arrival at the U, she had served as dean and associate dean of library services at Indiana State University's Cunningham Memorial Library since 2004.

Under her leadership, Indiana State University developed a number of innovations, including an academic library consortium across three universities (Indiana State University, Rose-Hulman Institute of Technology, and Saint Mary-of-the-Woods College) in partnership with a county public library to establish an integrated online library catalog system. Comer, who holds a master of library science degree from Indiana University at Bloomington, has served as editor of *Indiana Libraries*, published by the Indiana Library Federation, as well as editor of *Cognotes*, the daily paper of the American Library Association Conference.



In July, the U announced that María E. Fránquiz would become dean of the College of Education this coming January. She currently teaches qualitative research methods and bilingual teacher education at the University of Texas at Austin, where she is also an affiliate faculty member in the Center for Mexican American Studies and assistant dean of Faculty Development in the College of Education.

Fránquiz, who received her doctorate at the University of California at Santa Barbara, is coeditor of the *Bilingual Research Journal*, the premier journal in the field of bilingual education. A native of Puerto Rico, she was taught in diverse communities during her elementary and secondary education, including Panama and Germany, and says her interest in bilingual and multicultural education stems from those experiences. **U**

## Construction Begins on New U Law School



The University of Utah broke ground in June on a new College of Law building, which will facilitate new approaches to legal education based on more hands-on learning and skills training.

“With this new building, the College of Law will advance its mission to establish a ‘teaching hospital for law’—an innovative vision for the future of legal education,” says U President David W. Pershing. “Expanded and improved facilities will enable a variety of educational tracks aimed at improving the

human condition, including global justice and the evolving field of biolaw.”

The facility will feature a library integrated throughout the building, state-of-the-art training facilities, spaces for collaborative research, advanced but flexible learning technology, practice courtrooms, and a top-floor conference center. The College of Law faculty plans to use the new building to expand its already substantial commitment to community service and community-engaged learning. U law students provided almost 50,000 hours of volunteer pro bono and clinical service during the 2012-13 academic year. The new building will enable the school to continue this tradition by providing facilities for direct client interaction.

The new building also is designed to achieve LEED platinum certification, the highest designation using Leadership in Energy and Environmental Design standards, and will be located at the southwest corner of campus across from the Stadium TRAX station. The building is expected to be ready for the 2015-16 academic year.

### New Book Details Work of Two University Ophthalmologists



The work of ophthalmologists Geoffrey Tabin and Alan Crandall, both of the University of Utah’s John A. Moran Eye Center, is detailed in a new book *Second Suns*,

which chronicles their efforts to end preventable blindness in Nepal.

Tabin, an accomplished mountain climber, is a professor of ophthalmology and visual sciences and director of international ophthalmology at the Moran Eye Center. Crandall is professor and senior vice chair of ophthalmology and visual sciences, and director of the glaucoma and cataract program at the eye center. Together, they have worked with Nepalese doctor Sanduk Ruit to treat patients in one of the world’s most impoverished areas.

*Second Suns* (Random House, June

2013), by David Oliver Relin, co-author of *Three Cups of Tea*, describes their work with the Himalayan Cataract Project, an organization founded in 1995 by Tabin and Ruit to help the people of the Himalayas, who have an alarmingly high incidence of cataract blindness.

### U Technology Office Renamed to Emphasize Venture Options

The University of Utah’s Technology Commercialization Office has a new name. Now Technology & Venture Commercialization, the name change is meant to reflect the organization’s focus on commercializing inventions through partnerships with existing companies, as well as to emphasize its efforts to create new ventures. “The U has an opportunity to strengthen its leadership in successfully turning great ideas into practical applications,” says Bryan Ritchie, the organization’s executive director. The name change follows a comprehensive review of the program that also resulted in internal restructuring aimed at improving coordination and communication.

### Professor Kathryn Stockton Wins 2013 Rosenblatt Prize



Kathryn Bond Stockton, a Distinguished Professor of English at the University of Utah, has received the Rosenblatt Prize for Excellence, the U’s most

prestigious award for faculty. The \$40,000 gift is presented annually to a faculty member who displays excellence in teaching, research, and administrative efforts.

Stockton’s studies have focused on gender, sexuality, LGBT issues, and cultural theory. She has been a member of the U faculty since 1987 and was made Distinguished Professor of English in 2012. She also served as director of the U’s Gender Studies Program for more than 10 years, transforming it into a nationally recognized center for scholarly inquiry.

## University Biologist Receives Second Whitley Gold Award



For the second time in five years, the United Kingdom's Princess Anne awarded the prestigious Whitley Gold Award for conservation to Çağan Şekercioğlu. The University of Utah ornithologist and conservation biologist is the first person to have won the Whitley Gold Award twice from the Whitley Fund for Nature. He previously won in 2008, while working at

Stanford University, for his efforts to safeguard bird-rich wetlands around northeast Turkey's Kuyucuk Lake. He won the latest award for convincing Turkey's government to create its first wildlife corridor for large carnivores such as wolves, brown bears, and Caucasian lynx.

## New U Residence Hall Receives LEED Gold Certification



The University of Utah's newest residence hall has received

gold certification using Leadership in Energy and Environmental Design standards, making it the first LEED-certified college residence hall in Utah. The 167,000-square-foot Donna Garff Marriott

Honors Residential Scholars Community exceeded minimum efficiency standards by more than 30 percent, resulting in a \$55,000 annual energy savings. "We worked hard to ensure tremendous energy savings without increasing our construction budget," says Myron Willson, director of the U's Office of Sustainability.

## IN MEMORIAM

**Cleone Peterson Eccles BS'57**, a longtime U supporter who served on the Board of Trustees and the Alumni Association's Board of Directors

**Brooke Hopkins**, a professor emeritus of English who helped launch the U's Writing Program

**Beverley Taylor Sorenson BS'45**, a nationally recognized supporter of arts education

**Milton E. Wadsworth BS'48 PhD'51**, an esteemed U professor emeritus of metallurgy

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# Microwave Cooks Up Less Toxic Semiconductor

University of Utah metallurgists have used an old microwave oven to rapidly produce a nanocrystal semiconductor using cheap, abundant, and less toxic

metals than other semiconductors. The researchers hope the process will be used to produce more efficient photovoltaic solar cells and LED lights,

biological sensors, and systems to convert waste heat to electricity.

Using microwaves “is a fast way to make these particles that have a broad range of applications,” says Michael Free, a U professor of metallurgical engineering. “We hope in the next five years there will be some commercial products from this, and we are continuing to pursue applications and improvements.”

Free and the study’s lead author, Prashant Sarswat, a research associate in metallurgical engineering, published their study of the microwaved photovoltaic semiconductor—known as CZTS for copper, zinc, tin, and sulfur—in the June 1 issue of the *Journal of Crystal Growth*. Sarswat says that compared with photovoltaic semiconductors that use highly toxic cadmium and arsenic, ingredients for the CZTS photovoltaic material “are more environmentally friendly.”



Photo by Stephen Speckman

# Hands-Free Devices Found Unsafe at Any Speed

Using hands-free devices to talk, text, or send email while driving is distracting and risky, contrary to what many people believe, says a new University of Utah study.

“Our research shows that hands-free is not risk-free,” says U psychology Professor David Strayer, lead author of the study, which he conducted for the foundation arm of the nonprofit AAA, formerly known as the American Automobile Association.

“These new, speech-based technologies in the car can overload the driver’s attention and impair their ability to drive safely,” says Strayer. “An unintended consequence of trying to make driving safer—by moving to speech-to-text, in-vehicle systems—may actually overload the driver and make them less safe.”

“Don’t assume that if your eyes are on the road and your hands are on the wheel

that you are unimpaired,” says Strayer. “If you don’t pay attention, then you are a potential hazard on the roadway.”

In a 2006 study, Strayer first showed that even talking on a hands-free cell phone was just as distracting as using a hand-held phone while driving, but the message seems to have failed to fully connect with the public, with many people believing hands-free devices are safer.

Strayer conducted the latest study with fellow U Department of

Psychology members Joel M. Cooper, research assistant professor of psychology, and doctoral students Jonna Turrill, James Coleman, Nate Medeiros-Ward, and Francesco Biondi.



Photo courtesy AAA

# Imaging Opens Doors for Treating Down Syndrome

Results from groundbreaking research at the University of Utah may pave the way for changes in the course of treatment for Down syndrome and other genetic disorders.

For two years, neuroscientists at the University of Utah studied the brains of 15 people with Down syndrome and compared their brain images with those of 15 “healthy” control individuals. The researchers discovered remarkable differences in the images from people with Down syndrome—information that could change the way the disorder is treated in the future, says Julie R. Korenberg, principal investigator for the Down syndrome study and director of the University of Utah’s USTAR Center for Integrated Neurosciences and Human Behavior.

“It opens up a whole new world of possibilities for accelerating therapeutics with Down syndrome and for other developmental disorders,” Korenberg says of the study. “Up until now, there was no functional imaging of Down syndrome, and we knew we needed it.”

The research idea in itself was innovative, says Jeff Anderson, first author of the study, published in June in the online journal *NeuroImage: Clinical*. “It turns out that Down syndrome, in spite of being an incredibly common disorder, has been almost completely ignored by the scientific community in terms of brain imaging,” says Anderson.

The scientists set out to record the brain function of people with Down syndrome. “What we found were some pretty striking abnormalities,” he says. “It looks like there is massive overconnectivity in the brains of individuals with Down syndrome. These are larger differences by an order of magnitude than we’re seeing in autism or in other disorders. In addition, we’re also seeing that there are some places in the brain that are underconnected—areas that are far apart and are part of networks in the brain where regions in a healthy brain



Photo courtesy UHealth Sciences

work together to perform tasks.”

As a practical matter, researchers for the first time will now be able to use brain

imaging to measure how and if a certain therapy is having positive results for a Down syndrome patient.

## Mineral Named for U Geologist



Photo by Joe Marty

A bluish-green mineral discovered in Colorado and Utah has been named nashite in honor of University of Utah geology and geophysics Professor Barbara Nash, who has studied related minerals.

Avid rockhound Joe Marty, a retired medical technologist at the University

of Utah School of Medicine, discovered the mineral in abandoned uranium mines in Colorado and Utah in 2010 and 2011. Marty and three other researchers wrote a study describing and characterizing the new mineral and naming it nashite for the U scientist.

Nash is known for her study of volcanic rocks, including those spewed by massive eruptions of the Yellowstone hot spot during the past 16 million years. She also has done extensive chemical analysis of other vanadium minerals found by Marty.

“I’m thrilled and honored to have received this recognition from my colleagues,” says Nash. “But I can understand that for most people it probably isn’t obvious just how satisfying it can be to have ‘ite’ added to your last name.”

# The Nonviolent



Photo by Brian Nicholson

# Revolutionary

U professor Chibli Mallat's mission is to prove laws are more powerful than guns.

By Elaine Jarvik

**I**n late 2005, a law professor named Chibli Mallat announced that he was running for president of Lebanon. Since no one had ever actually mounted a presidential campaign and taken it to the public, people were by turns surprised, dismissive, energized, and bedazzled.

"Chibli Mallat is running for president of Lebanon, and I support him all the way," gushed *New York Times* columnist Nicholas Kristof as the campaign progressed. "[He is] exactly the new kind of leader that the Arab world needs."

A few months later, though, Lebanon was at war with Israel, and the would-be election was history. But Mallat continued working behind the scenes for his ideals of nonviolent change. These days, he teaches in the University of Utah's S.J. Quinney College of Law, where he is a Presidential Professor and "a unique combination of scholar and activist," says Hiram Chodosh, former dean of the U's law school.

"Intrinsically, he's a scholar. But he's driven at times into the public sphere because he cares so deeply about the conditions around him," says Chodosh, who stepped down as dean earlier this year to become president of Claremont McKenna College in California.

Since 2007, Utah has been the safe haven where Mallat can teach, write, and

direct Right to Nonviolence, an organization he founded with this mission: to advance constitutionalism, justice, and nonviolence across the Middle East. He still maintains a law office in Beirut that also houses and provides legal counsel for Amnesty International's Middle East regional office, which he helped establish in 1999.

Chodosh calls Mallat "the leading expert on Middle Eastern law in the world," but it is "aggressive nonviolence" that now captures Mallat's intellectual and human rights passions, as well as his attentions as an author. He describes his latest book in progress, *The Philosophy of Nonviolence*, as "a manifesto for the Middle East nonviolent revolution."

He holds onto his beliefs, even as the increasingly violent and sectarian war in Syria has spilled over into his native Lebanon.

"They say if you think you understand Lebanon, you haven't been studying it long enough," is the way former British ambassador Frances Guy described the beleaguered country that is Mallat's first home. The sentiment is also sometimes expressed as "If you're not confused by Lebanese politics, then the subject has not been explained to you properly."

University of Utah law professor Chibli Mallat works on his latest book in the dining room of his Salt Lake City home.

The small country is the most religiously diverse in the Middle East, a sectarian stew of Sunni and Shia Muslims, Maronite Catholics, and Druze. Lebanon is also home to hundreds of thousands of displaced Palestinian refugees and now an estimated million Syrians who have fled that country's ongoing war. Sandwiched between Syria and Israel, and home during the 1970s to the Palestinian Liberation Organization and since then to Hezbollah, Lebanon has been the unlucky place where all these players have duked it out, aided at times by homegrown militias.

"My generation's youth was stolen by violence, and I think that marked me a lot," says Mallat, who was 15 years old when initial clashes between Palestinians and right-wing Christian Phalangists turned into a full-scale religious war.

Although some of his friends eventually joined the fighting, Mallat never did. "It might have been cowardice," he says, but then he offers an alternate explanation by way of a story. During the early months of the war, the family's house was robbed, and the only thing stolen was the gun he occasionally used to hunt birds. When he discovered this, he says, "in a way it was a great relief, and I couldn't touch a gun afterwards, and certainly not to shoot a bird or anything else."

He realized "sort of a sense of the ugliness of violence, even against poor birds, or perhaps especially against birds," he says. "Retrospectively, I see the reaction that would guide my thinking, to take nonviolence as what I call now 'the midwife of history' more seriously." (The phrase is pure Mallat: an unspoken literary reference to Karl Marx's declaration that *violent* revolution has been the midwife of history.)

The Mallats were cultured and well-connected. His grandfather and uncle were celebrated poets; his father, a lawyer, served as a cabinet minister and first president of Lebanon's constitutional court, and helped establish the first Arab human-rights organization.

When fighting intensified in Beirut in the mid-1970s, the family moved to its second home in the mountains. When



*Chibli Mallat answers questions at a news conference during his 2005-06 campaign for Lebanon's presidency.*

the war followed them there, they moved to Paris. After Mallat's mother and father returned to Beirut, he and his older sister stayed on in Paris to finish high school, living on their own. He remembers it as a difficult and thrilling time. "It was an extraordinary intellectual moment," he says. "I learned so much that was mind-opening, of extraordinary dimension." His introduction to the work of the great French philosophers particularly was a revelation.

During a lull in the civil war in the late 1970s, he moved back to Beirut to study law at the Université Saint-Joseph and, simultaneously, English literature at Lebanese American University. Then Israel invaded Lebanon, the pro-Israeli Lebanese president was assassinated, and nearby shelling shook the law school building during Mallat's final exams. On a whim, he had already applied to a master's program in international and comparative law at Georgetown University in the United States, and deteriorating conditions in Lebanon convinced him to attend. Seven years later, he also received a doctorate in Islamic law from the University of

London's School of Oriental and African Studies.

By then, he was itching to take on some of the world's most egregious dictators, not by force, but in the courts, through human-rights trials that eventually became his hallmark. "Dictatorship is a crime against humanity," Mallat says. "Every dictator in the world should know that he is going to be tried."

In London, he befriended many of Iraq's exiled opposition leaders, helping found the International Committee for a Free Iraq in 1991, and later INDICT, a group that built a war crimes case against Saddam Hussein. A year before the United States invaded Iraq, Mallat helped launch the Democratic Iraq Initiative, calling for global pressure to force Saddam to step down, in lieu of an invasion.

The idea was to promote opposition leaders, cut off transportation routes for the country's military and intelligence, pursue Saddam's indictment for war crimes, and deploy human rights monitors during the transition that followed. The initiative "was very close to being implemented," Mallat recalls. "It ended

up with me meeting with [U.S. Deputy Secretary of Defense] Paul Wolfowitz in his office two weeks before the war and convincing him that the alternative [to invasion] was better.” In the end, of course—in part, Mallat says, because the Arab League wouldn’t go on record in favor of it—the initiative was dropped. “We would have gotten rid of Saddam with far less violence,” he says. “It would have been an extraordinary model of change in the Middle East.”

Justice, but without violence. Even when Saddam was tried in 2005 and 2006 for crimes against humanity, Mallat opposed the death penalty.



Picture Mallat in his office at the U’s law school: As he talks, he runs his fingers over a necklace of beads. They might be Muslim prayer beads. Or Catholic rosary beads. A man from Lebanon could be

either of those religions or a dozen others. Actually, Mallat says with a smile, the beads are purely secular: Holding them helps him not bite his fingernails.

In a country rife with religious animosities, Mallat is pointedly nonsectarian. He was raised Maronite Catholic but, he says, “was never devout.” He is an expert on Muslim law and is admired among Shia Muslims for both his book about Iraqi cleric Mohammad Baqir al-Sadr and a successful lawsuit against Libyan President Muammar Gaddafi on behalf of Shia imam Musa al-Sadr, who disappeared in Libya in 1978. (The lawsuit verdict was a symbolic victory, since

Gaddafi never traveled to Lebanon for the trial.) Mallat is also friends with principal members of the Syrian opposition, most of them Sunni, and is close to Lebanon Druze leader Walid Jumblatt.

In addition to the high-profile cases against Saddam and Gaddafi, Mallat also was one of three lawyers to bring charges against former Israeli Prime Minister Ariel Sharon. The case against Sharon and several members of a Lebanese Christian militia group was tried in a Belgian court and prosecuted by Mallat on behalf of survivors of the 1982 massacre of at least 1,300 people in the Palestinian refugee camps of Sabra and Shatila. The court

## “Dictatorship is a crime against humanity. Every dictator in the world should know that he is going to be tried.”



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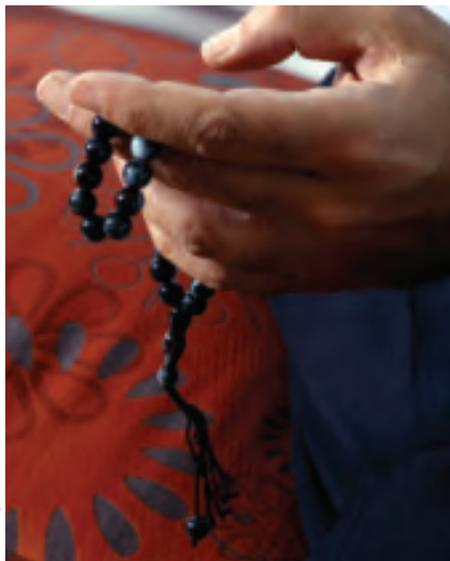
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ruled in the plaintiffs' favor in 2003, but a change in Belgian law, disallowing such lawsuits unless they involved Belgian citizens, later prompted a Belgian appeals court to reject the lawsuit.

Rami Khouri, a syndicated columnist and director of a public policy institute at the American University of Beirut, calls Mallat "extremely bold and dynamic and courageous," for his efforts such as the Sharon case. "Chibli has always been that person who challenges conventional thinking," Khouri says.

In the mid-2000s, Mallat became a key figure in the movement known as the Cedar Revolution, a nonviolent attempt to overthrow both the nearly 30-year occupation of Lebanon by Syria's al-Assad family and the presidency of Syrian-backed Lebanese President Emile Lahoud. On March 14, 2005—exactly a month after the assassination of Lebanese Prime Minister Rafiq Hariri (an assassination many blamed on Syria)—a million Lebanese (a quarter of the country's population) marched peacefully through Beirut. Among the thousands of families waving flags were Mallat, his wife, Nayla Chalhoub Mallat, and their two sons.

Fourteen-thousand Syrian troops did indeed pull out a month later, but the opposition continued to complain that Syria still pulled the strings in Lebanon.



Chibli Mallat, who is pointedly nonsectarian, runs his fingers through beads to keep his hands busy.

## His work isn't the type that "garners headlines, but the impact may be far more reaching."

Mallat's unorthodox run for the presidency (in Lebanon, the president is chosen by the Parliament from a short list of sectarian and military leaders) was an attempt, as Mallat says, to "remove the dictator" and to set up a special tribunal to investigate Hariri's assassination.

Trudi Hodges, executive director of Right to Nonviolence, says it was an innovative move. "He launched—really for the first time in the Middle East—this media-savvy and somewhat edgy campaign staffed by youths and others of all religions and political affiliations," she says. "He developed a detailed platform and ran a modern, professional campaign, and encouraged other candidates to do the same."

Mallat gave up his bid for the presidency in the summer of 2006 as Hezbollah attacked Israel (an attack Mallat had opposed). He then moved with his family to the United States, where he had secured a teaching job at Princeton University. He has since taught at Harvard and Yale universities, and the University of Virginia. He has also taught at Beirut Islamic University and is still on the faculty of Université Saint-Joseph.

At the University of Utah, in addition to teaching, he has been senior advisor to the Global Justice Project: Iraq, a legal think tank that has worked with the Iraqi government and judiciary to bring about legal reform. This year, he will direct the school's Global Justice Think Tank with selected U law students. This past summer, he traveled to Libya, where he attended a conference aimed at reconciling Islamic law and international human-rights standards, and to Yemen, to help write that country's constitution.

Most of his work, says Right to Nonviolence's Hodges, "isn't the type of work that necessarily captures the public imagination or garners headlines, but the impact may be far more reaching if one is advising on constitutional solutions,

for example, or litigating a case of crimes against humanity that might serve as a precedent for later work."

Nonviolence is an enigma, according to Mallat. "I find myself the philosophical disciple of Christ, whilst showing that Christ was wrong, as well," he says. "Absolute nonviolence can only happen during a revolution." After that, it's necessary to adopt the rule of law—and the law, he says, "is inherently violent." He points, for example, to its insistence on locking up (or sometimes even killing) criminals. It's a point of view that may incense some readers, but Mallat says he is eager to have that debate.

At heart, he's a philosopher. It is "philosophy, not law or any other discipline, which stands at the apex for those of us who seek in the same inevitable breath to understand and live their surrounding world as revolutionary change," he writes in the introduction to his new book.

In between his trip to the Mideast and the beginning of the 2013-14 school year, Mallat spent most of his days working on the book, spreading out all his papers and reference books across the family's dining room table for weeks on end.

He hopes the book will help the Middle East take the best of the Arab Spring and move forward. Of course, he says with the slightest grin, "everybody who writes a book thinks that it's the one book that will change the course of human history."

"It's good to think that," he adds. "So you put yourself to a high test." **U**

—Elaine Jarvik is a Salt Lake City-based freelance journalist and playwright and a frequent contributor to Continuum.

Visit [continuum.utah.edu](http://continuum.utah.edu) to view a gallery of more photos of Mallat.





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BUILDING A

# Team

*Utah forward Taryn Wicijowski, right, looks for a pass in a game against Kansas during the Women's National Invitation Tournament.*

*Photo courtesy University of Utah Athletics Department*

**THE U HAS A  
PLAN TO BRING  
MORE ATTENTION,  
AND CROWDS,  
TO ITS WOMEN'S  
BASKETBALL TEAM.**

*By Stephen Speckman*

**T**he San Diego team opted to forgo the double-team defense that March evening at the Huntsman Center, and essentially took on University of Utah women's basketball stars Taryn Wicijowski and Michelle Plouffe one-on-one. Wicijowski hustled to lead the team scoring with 23 points, Plouffe achieved her 10th double-double of the season with 21 points and 15 rebounds, and the Utes defeated San Diego 61-50 in that second round of the Women's National Invitation Tournament.

Of the five games the Utah team played to reach the WNIT championship last spring, the game against San Diego was the only one on home ground. Yet the 15,000-capacity Huntsman Center had many empty seats that night: Only about 900 people showed up to watch.

It's a symptom University of Utah Coach Anthony Levrets and Athletics Director Chris Hill MEd'74 PhD'82 hope to change over the next few years as they take steps to continue growing the U women's basketball program. Their plan includes not just intensified recruiting efforts, but also using strategic marketing efforts to boost awareness of the team and its successes.

Toward that end, Levrets has hired Kim Smith BA'06, a former All-American and U player from Canada, to be the team's new community development director. Her task includes presenting U players as "ambassadors" of the sport, in an effort to promote the U team, and the University, to the community and groups such as the Girl Scouts and United Way. The result hopefully will include filling more seats at the Huntsman Center.

"We have to put more funding into it, that's for sure," Hill says about plans to grow the visibility of the U women's basketball program, and it's "very, very high" on the list of priorities for the University.

Levrets says two of the biggest challenges he faces are recruiting local talent and repeatedly engaging a community of

potential fans who are more likely to be drawn to U football, gymnastics, or men's basketball. Yet the U women's basketball team has a long history of success, even if it hasn't always attracted big crowds and noisy media attention.

Since the team's inaugural 1974-75 season, it has been one of the top 10 all-time most successful NCAA women's basketball programs in terms of its win/loss percentage. This past season, the team had a 23-14 record and won enough games in the WNIT rounds to make it all the way to the championship game, against Drexel in Philadelphia. It was a suspenseful matchup: Drexel led by five points with four minutes remaining, before back-to-back three-pointers by the Utes from Cheyenne Wilson and Iwalani Rodrigues gave the team a one-point lead, 43-42, with three minutes left in the game. A Drexel layup gave the Dragons a one-point lead with 21 seconds left, and after a last-ditch Utah foul, Drexel scored on both free throws to win the game, 46-43. Even so, forwards Plouffe and Wicijowski were both named to the WNIT All-Tournament team. Plouffe also set a WNIT record with 83 rebounds during the tournament.

Traveling the country for the WNIT was a stark reminder to the U players what they had been missing at home: noise. "We played at Kansas State, and they have a big arena like we do, and they filled up the place pretty well," says Wicijowski (who pronounces her last name witch-OW-ski). "We went to Drexel, and they had a really small arena, but they packed as many people in there as they possibly could."

Wicijowski, now a senior premedical student, says the last time she remembers when more than 2,000 people showed up to a U women's home game was when she was a sophomore and the team played top-ranked Stanford. The U—and its enthusiastic home crowd—almost upset Stanford in a game that was heavily marketed to the community, something that until recently the U has not done on a consistent basis.



Photo courtesy of Utah Athletics Department

The U team huddles for a cheer during a game last March against San Diego during the WNIT. The U won, 61-50, and advanced to the championship game.

“It was the most fun atmosphere I’ve had since I’ve played here,” the six-foot, three-inch Wicijowski says. “If we could recreate that, we could get some upsets.”

Despite the team’s strong history, it’s rarely been able to draw such crowds. The U women’s team was ranked ninth by the NCAA in 2012 for its all-time winning percentage, with 802 victories and 331 losses for a .708 percentage over a 38-year history. That’s thanks in large part to former coach Elaine Elliott, who guided the team for 27 seasons. Elliott also was responsible for establishing the U’s recruiting pipeline to Canada, which has brought in not just Smith, Wicijowski, and Plouffe, but other excellent players, as well. After Elliott retired, she moved on to Westminster College in Salt Lake City, where she is now an assistant coach for the women’s team.

Levrets was an assistant under Elliott and became coach of the U team when Elliott left in 2010. Elliott’s former players at the U say she brought out the best in her team and made them believe in themselves, which resulted in wins, though still no stellar audience numbers.

Now that the U is in the Pac -12, however, the pressure has intensified to increase attendance, says Athletics

Director Hill. Collectively, Pac-12 teams average 1,872 people in attendance at home and neutral-site games, according to the NCAA. “Obviously, it’s a very tough league,” Hill says. “I think women’s basketball in general has fallen a bit in attendance, except in specific places and, you know, we just have to work at it. ... It’s hard work, and it’s got to catch fire.”

More NCAA women’s college basketball games will be televised this season (about 100) and next (about 150), compared to fewer than 70 last season, and some games will be aired on ESPN. The U women will be on TV about a dozen times this season, with half of those games played at home. Levrets says that’s a “double-edged sword” because it will also show a national audience how few people attend U games, which could hurt recruiting efforts.

Since the team’s 1974-75 inaugural season, it has been among the NCAA’s top 10 for its all-time win/loss percentage.

Utah has made some strides in increasing its average home attendance, which last season was 914. For Pac-12 games, that average jumped to 940, nearly 200 more than the average home attendance for the previous season.

U Athletics Assistant Director of Marketing Matt Thomas for the past two seasons has been targeting any organization supporting female youth basketball leagues, offering those girls and their families opportunities to meet the U team, have a pre-game party, and then scrimmage on the court during halftime. That strategy, formally known as the “Youth Team of the Game” program, will be repeated for 2013-14.

“That brought in a significant amount of individuals,” says Thomas. “It was a big hit last year.”

Auburn University’s former head coach, Nell Fortner, who is a friend of Levrets, faced similar challenges in attendance when she signed on in 2004 to



Photo courtesy University of Utah Athletics Department

Kim Smith, right, shown here in 2006, is the U team’s new community development director.

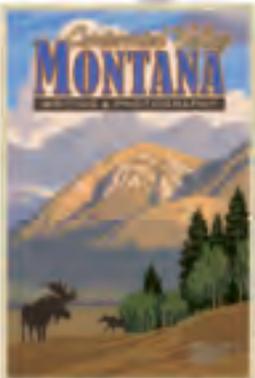
lead a team that was drawing 200 to 300 people per game. But she says she “heavily” marketed players to the community while

volunteering their time, and she spoke to every civic group she could, each year until she left in 2012. By the 2008-09 season, when Auburn won the Southeastern Conference title, the team had posted the biggest attendance increase in the NCAA, averaging more than 4,000 people per game. Her starting five that year, she notes, were all “local” women from Alabama. Winning was a big help, she says, but it took building attendance a little each year by constantly immersing the team in the community. “You have to do it,” she says. “You have to let people know who you are and who your players are.”

No one understands that more than Levrets and Hill, who agreed to provide funds to hire Smith, a WNBA Sacramento Monarchs 2006 first-round draft pick, to lead the community outreach charge. The U also is currently raising money to fund construction of a \$24 million practice facility for the men’s and women’s teams, which Hill predicts will help with

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Photo courtesy University of Utah Athletics Department

Coach Anthony Levrets says televised games in the Pac-12 have thrown a spotlight on attendance.

recruiting. The new facility is expected to be complete in 2015.

“We’re going to continue to graduate our players,” Levrets says. “That’s the number one priority.” That goal of his is followed closely by increasing attendance and, some day, winning a championship.

Levrets made trips to Oregon, Texas, Tennessee, Illinois, and Georgia over the summer, in search of players who are great on and off the court. Recruiting the best might help attendance, but only if the community knows who they are. That’s where Smith—the only U women’s basketball player to have her number retired and hanging from the Huntsman Center rafters—is Levrets’ ace in the hole.

Smith says one of the first things she wants to do when she starts her new job this month is to take a closer look at how Coach Greg Marsden and others have grown the U women’s gymnastics program over the years and brought it to the national spotlight. Marsden’s team has won 10 national titles, and he’s been named national coach of the year seven times. “They have been so unbelievably good at a national level for so long, it’s incredible,” Smith says. “That culture has been in Utah longer than we have as a program.”

Smith plans to start her large task close to home. “She will be a grassroots member in the community, building relationships with anybody who will let us in the door,” says Levrets, whose goal is to reach an average attendance of at least 2,500 to 3,000 at home games, with big games drawing upwards of 6,000.

Kevin Dustin, assistant director for the Utah High School Activities Association, notes that five Division I programs in Utah currently draw from a growing but small pool of local talent. Women’s collegiate basketball is still a relatively young sport, with women allowed to play only after Congress enacted Title IX in 1972. Dustin says that may mean it may take another generation before the number of great recruit-worthy

Following the national trend, women’s basketball continues to gain traction in Utah, with more students playing.

female high school players significantly increases. But following the national trend, women’s basketball continues to gain traction in Utah, with more high school girls playing year-round in clubs and high schools and sometimes at out-of-state tournaments. The skill level, Dustin says, is getting better in Utah.

Smith says the U is still attracting talent both locally and from abroad under Levrets. He has coached All-Americans Morgan Warburton BSW’09, Kalee Whipple BS’10, and Leilani Mitchell BS’08, who is still playing in the WNBA’s New York Liberty. One of Levrets’ current stars is six-foot, four-inch forward Plouffe, who, based on her skill level, stats, and intentions, appears to be headed for one of the WNBA’s 12 pro teams after graduation next year.

Plouffe says the poor attendance at U games has weighed on her. “Emotionally, during the game, I think having a crowd can really change the momentum of the game,” she says. “And we’ve never had that here.” A big factor, she says, might be trying to get more U students, most of whom commute and don’t live on campus, to come back for women’s basketball games. She’s hopeful Smith will help with that.

Levrets agrees. “The energy in the building is what matters,” he says. “It’s fun to play in a building or atmosphere that provides energy.” He, Smith, and Hill, along with the Athletics Department’s marketing team, aim to find just the right combination of fan-building, community engagement, recruiting, financial support, and continued focus on academics to take the U women’s program to the next level—and fill more and more seats along the way. **U**

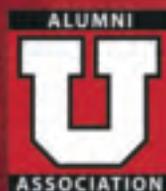
—Stephen Speckman is a Salt Lake City-based writer and photographer and a frequent contributor to Continuum.

Visit [continuum.utah.edu](http://continuum.utah.edu) to view a gallery of more photos from the WNIT games and from summer practices.



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Photo by August Miller

*Vivian Lee became the U's senior vice president of Health Sciences, dean of the Medical School, and CEO of U Health Care in 2011.*



# OF Multitasking Medicine AND

As the U's health care chief, Vivian S. Lee relishes balancing her many roles.

*Story by Kim M. Horiuchi*

**D**r. Vivian S. Lee doesn't use an alarm clock. She wakes up on her own around 6:30 a.m. and grabs her laptop. Balancing it on the stationary handles of her stair stepper, she answers email as she tries to ignore that she is exercising. She and her husband, Benedict Kingsbury, an international law professor at New York University and a visiting law professor at the University of Utah, then get their four daughters ready for school. That "mostly entails making sure their teeth are brushed and they have suitable (sort-of matching) clothes," as well as putting together four meals for breakfast and four "reasonably health-packed" lunches, she says. (She has no full-time domestic help, but relies on a couple of babysitters.) After a day of back-to-back meetings at the U, she returns home, and she and her family sit down for a dinner Lee prepared over the weekend and pulls out of the freezer. Then she

reads bedtime stories to the children and tucks them in for the night. It's "just one day in the life of the SVP," says Lee in a blog she also finds time to write almost weekly for the University of Utah's Health Sciences.

"SVP" refers to her job as the U's senior vice president of Health Sciences, one role in her triple title that also includes chief executive officer of University of Utah Health Care and dean of the School of Medicine. Any one aspect of her life and work could be overwhelming. But Lee delights in the hectic pace of bringing change to the nation's health care industry. She smiles at the intricate challenges she is tackling as a leader of a \$2.4 billion integrated health sciences system, and she revels in figuring out what she sees as puzzles waiting to be solved.

"I'm taking it on step by step," says Lee, who came to the University of Utah in the summer of 2011. "I don't feel overwhelmed. There's a

phased pattern to it. You can't change everything at once. There's some foundational work that first has to be done before you bring in the next level. There is a logic to it and kind of a flow—even though it does feel like a lot sometimes.”

In her job at the U, she oversees a health care system of four hospitals, multiple specialty centers including the John Moran Eye Center, a network of 10 community clinics, more than 1,400 board certified physicians, and five colleges, including the School of Medicine, the colleges of Nursing, Pharmacy, and Health, and beginning this year, the School of Dentistry—the first new academic dental school in the nation in more than 25 years.

“We're all thinking together, ‘How do we create the best academic health care system in the country?’” she says.

She already has achieved several hefty goals since her arrival at the U. The School of Dentistry enrolled its first cohort of students this fall and named its first permanent dean. The U also has a new dean of the College of Nursing, and Lee recruited from Harvard University a new chair of the Department of Surgery. More students will be able to enroll in the School of Medicine, thanks to a law the governor signed in June that expands the school's class size from 82 to 122 students by 2015. And the College of Pharmacy dedicated the \$75 million L.S. Skaggs Pharmacy Institute in April.

Dr. Dean Y. Li, associate vice president for research and chief scientific officer for University Health Care, attributes Lee's success to “energy, vision, excellence, and what we call B-HAG—Big Hairy Audacious Goals. Skin in the game. She's willing to work harder at what you're supposed to be doing.” Li says he often finds himself communicating with Lee by email at 2 in the morning. “She's a little crazy. Right? I mean, she has how many kids and all of this. But she just wants to move, move, move.”

Lee grew up in Norman, Oklahoma. Her parents, both faculty members at the University of Oklahoma, showed her that any challenge can be overcome and anything is possible. They had immigrated from China when they were graduate students, both coming to Berkeley, California, in the early 1960s “with just a few dollars in their pockets,”



*Vivian Lee, shown here with U medical students, says the U must train professionals for a changing future.*

Photo by Kristian Jacobsen

Lee says, and to this day, “refuse to retire.” Her father is a professor of electrical engineering, while her mother, a former dean of Oklahoma's School of Public Health, teaches statistics and epidemiology.

Lee was born in New Jersey, where her parents were working at Bell Laboratories. Following Chinese tradition, her grandparents bestowed

her with her middle name, Shu-Ching. “It comes from a Chinese poem, and alludes to the clarity and light of the moon,” she says.

During those years after her family moved to Oklahoma, her childhood was also filled with lots of Americana. She admittedly watched a “boatload of TV” as a child and was raised on “that whole afternoon rundown of *Gilligan's Island* and *Brady Bunch* and *Star Trek*,” she says. While she and her younger sister were expected to do well in school, her mother and father were “not pushy parents by any means,” Lee recalls. “They really let me do what I wanted to do. I had a carefree childhood, pretty unstructured.”

As a young student in Norman's public schools, Lee was already interested in science and math. “Much to the credit of my parents, I was never told that there was any reason why I shouldn't, and so I was completely oblivious to gender biases and those kinds of things,” she says. “I think sometimes kids might be told or have the sense that they can't do things, and I was just never told that.”

Her parents encouraged her to explore. “I think I am internally motivated, and I attribute that to my parents just letting me do whatever I wanted to do, and then eventually I got really interested in some more serious things,” she says.

Starting in seventh grade, at the request of one of her teachers, her parents also shuttled her to Norman Regional Hospital, where she spent her Saturday mornings shadowing a local doctor, Hal Belknap, on rounds. Lee now credits Belknap with not only sparking her interest in medicine but for showing her the importance of connecting with others, whether treating patients or leading organizations.

After high school, Lee attended Harvard-Radcliffe College and graduated at age 19. She applied for—and

won—a Rhodes Scholarship and went on to Oxford University, where she met her future husband, and graduated with her doctorate in medical engineering at age 22. Three years later, she completed her medical doctorate from Harvard Medical School.

At 30, she finished her residency in diagnostic radiology at Duke University. At 39, she completed an MBA at New York University's Stern School of Business while working at NYU and after giving birth to her third daughter. That year, she was among *Crain's New York Business* magazine's "40 under 40: New York's Rising Stars."

In New York, where she and her family made their home for 14 years, they spent weekends bicycling around Manhattan and visiting the city's museums, zoos, and aquariums, while she spent her days helping scientists advance their work as well as investigating new models for understanding health care delivery in her job as inaugural vice dean for science, senior vice president, and chief scientific officer at New York University's Langone Medical Center. Her own scientific career also advanced as she became a leader in magnetic resonance imaging, with multiple grants from the National Institutes of Health and a flourishing lab. She also wrote a textbook. "I was very happy," she says. "I was not looking at all."

But a few things kept needling her. Not only was she impressed by the University of Utah's reputation as a leader in genetics research and by the work of Nobel Prize-winner Mario Capecchi, she was keenly aware of U Health Care's No. 1 ranking in 2010 by the University HealthSystem Consortium for quality and accountability in patient care, above "the likes of Hopkins and Stanford," she says. The same year that the University of Utah topped the list, NYU was ranked No. 10, the only New York academic medical center to make the top 10. "We were very proud of it. I saw that list frequently. Our PR guys really drove that home throughout the city," Lee says with a laugh.

"And every time I saw the list, the University of Utah was No. 1." At the same time, she had been learning about Intermountain Health Care. "Between the University and Intermountain, Salt Lake City seemed like a place really pushing the envelope of health care," says Lee.



## "We're all thinking together, 'How do we create the best academic health care system in the country?'"

She had those "data points" in mind when head-hunters from the U came calling. They didn't have to do much convincing.

Lee was especially lured by the opportunity to lead an integrated medical center, in which the academic, research, and clinical sides all report through her office. Only about a dozen academic medical centers in the nation are structured that way, even though, Lee says, such integration brings opportunity for synergy and partnership across the entire health sciences system. She sees that integration as the key to broader health care reform, by focusing efforts on improving the quality of patient care while reining in costs.

Dr. Darrell Kirch, president of the Association of American Medical Colleges, was one of the health care leaders who encouraged Lee to consider the job at the U. "[She] is well suited to transform medical education, research, and patient care—both at the University of Utah and on the national stage," he says. "Vivian embodies the vision of leadership we need across academic medicine. In a word, she is a 'multiplier' who increases the potential of those around her to solve our health care system's most pressing challenges."

Once in Utah, Lee was awed by the state's beauty. "Plus, I was struck by the people I met and by the culture here—the sort of attitude that 'Well, we can do it. If you've got some good ideas, we'll figure out a way to get it done.'"

She has plenty of ideas on her list. "I am often asked

what has surprised me the most about the job, and one of them is simply just how much opportunity there really is here," Lee says.

At present, she has in mind three main endeavors for the U's health care system. She and her team are focused on leading the transformation of academic health care, which includes strategi-

**“She’s very engaged in trying to look at the health care system and bring us through these times of challenge and transition.”**

cally and innovatively changing health care delivery, advancing science and discovery, and training professionals for a changing future. Success will depend on maximizing the integration of the University’s research, educational, and clinical strengths, she says. She aims to further the Utah Genome Project, which was launched in 2012 to investigate the genetic signatures of diseases and drug responses in large families and which has the potential to transform personalized medicine and accelerate drug discovery. And she wants to expand the U’s Center for Medical Innovation, which encourages invention by students and faculty.

Lee also sees advantages in collaboration between health sciences and the broader University. For example, faculty members at the U’s David Eccles School of Business are “partnering with us to train our faculty and administrative staff in principles of lean management and continuous quality improvement for our hospitals, clinics, and academic departments,” she says. Students and faculty members also are working with colleagues in engineering, physics, and computer science, among others, to develop better technologies, including devices and software. “I love the energy that comes from teams of people working together to come up with ideas that are better than the sum of the parts,” she says.

In preparing the U for reforms mandated under the federal Affordable Care Act, which takes effect next year, Lee and her team are developing new infrastructure, information technology tools, and methods of delivery.

Her efforts to help the U increase the Medical School’s class size this year in part were aimed at addressing the physician shortage in Utah, as the demand for health care will

only grow under the new federal law. Lee expects the University of Utah to emerge as a model for the country as health care systems evolve to focus on high-quality, low-cost, and patient-centered accessible care.

“She’s willing to let people try new things, and she’s very engaged in trying to look at the health care system and bring us through these times of challenge and transition,” says Dr. Carrie Byington, vice dean of Academic Affairs, whose position was created by Lee after she recognized the need for faculty to develop cross-skills in research, education, and clinical care. Dr. Sean Mulvihill, CEO of the University of Utah Medical Group, says Lee is willing to raise fundamental questions. “She’s not afraid to ask, ‘What should we look like? What’s our role in health care delivery? What’s our role in science and discovery, in medicine, and how can we make the most contribution?’ ”

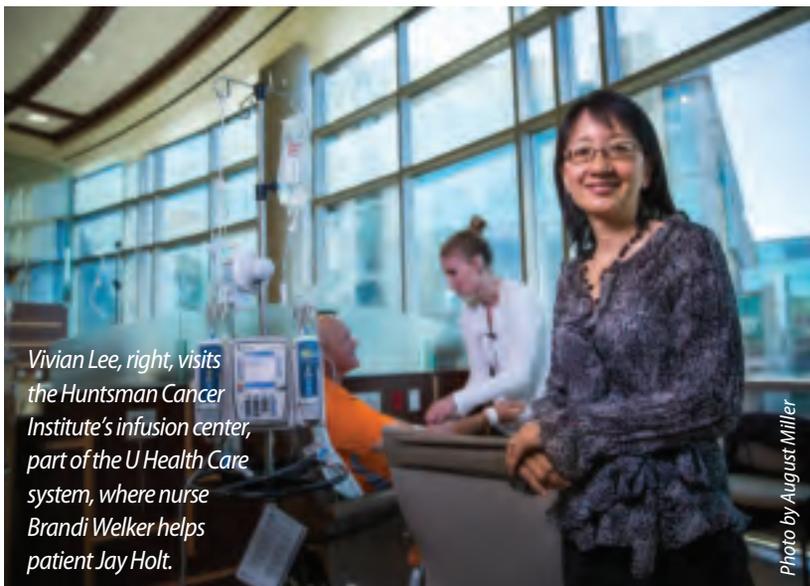
Associate vice president Li, in the School of Medicine, says it’s a responsibility that Lee takes on at “all hours of the day and all hours of the night,” and he notes that “the hand she was dealt is actually perfect for her personality.”

Lee says her plan is to keep forging ahead. That means fixing those meals for her family and taking her children hiking, biking, and skiing. It also means delivering health care in a timely and cost-effective way, working on new models to transform the industry, and leading an integrated health sciences system into the future.

“My typical day? No such thing,” she says. “Right now, I just want to help move us forward each day so that we can make the contributions to patients and to society that we are so well suited and well positioned to make.” 

—Kim M. Horiuchi is an associate editor of Continuum.

Visit [continuum.utah.edu](http://continuum.utah.edu) to view a video of Lee talking about the role of an academic medical center.



Vivian Lee, right, visits the Huntsman Cancer Institute’s infusion center, part of the U Health Care system, where nurse Brandi Welker helps patient Jay Holt.

Photo by August Miller

# Why give to the U?

## “It’s all about the students!”

### LINDQUIST SCHOLARS



Amy Bosworth



Sabrina King



Henry Tran



Kathryn Lindquist

More than two decades ago, a student in one of her University of Utah courses introduced Dr. Kathryn Lindquist to the Bennion Center. Since that time, Kathryn’s involvement with the Center has ranged from advisory board service to creating an endowed scholarship in her mother’s name. “I see these wonderful young people perpetuating community building,” says Kathryn. “They are the reason for my commitment. You see the community getting stronger because of their involvement with the Center.”

For 25 years, the Bennion Center has provided opportunities for student engagement in volunteer service and civic participation through academic courses, but Kathryn worries about sustainability. By including a gift to the Bennion Center in her will, Kathryn’s legacy of service will extend beyond her lifetime. “I feel as if I’m a conduit from my parents to my children and grandchildren, who will recognize two generations’ values in this gift,” she says. “Hopefully they will expand my commitment with gifts of their own.”

Leaving a gift to the U through your will or trust is one of many ways to make a planned gift. To learn more about creating a legacy of your own at the U, contact Karin Hardy at 800-716-0377 or by email at [karin.hardy@utah.edu](mailto:karin.hardy@utah.edu).

Learn more about the great things your contributions accomplish at [giving.utah.edu](http://giving.utah.edu)

# PATHS TO

Photo by Brian Nicholson

*Student Sarah Hammer, who is starting her fifth year at the U this fall, prepares to ask a question in a kinesiology class.*

# COMPLETION

The U has a comprehensive strategy for helping more students toward graduation.

By Jennifer Dobner

**S**arah Hammer's friends like to say she "runs the U." Hammer giggles with some embarrassment at the description but can't deny the facts: Over her four years at the University of Utah, the 22-year-old senior has developed an impressive résumé of campus involvement that includes serving as both a Freshman Council and Student Alumni Board member, an Associated Students of the University of Utah representative, and a dormitory resident adviser. She's also worked as a social justice advocate and was the 2013 Homecoming Queen. All the while, she's taken close to a full load of classes each semester as an exercise and sport science major and has maintained a 3.7 GPA.

But juggling school and extracurricular activities has had a downside: It has slowed Hammer's path to graduation. This fall, the Brigham City, Utah, native is starting her fifth year of college, and she says she's feeling "pressure to graduate next spring."

Hammer is far from alone. Most college students now take more than four years to get from freshman year to cap and gown. Like Hammer, some delay by choice, opting out of full-time classwork to balance their busy lives, while others may be derailed by financial or family challenges.

Hammer says she's glad to have taken more time, because her experiences and opportunities have led to scholarships and helped her decide on what she wants in a career. But with the United States now ranked 14th among the 36 countries that track graduation rates, higher-education institutions are increasingly looking for ways to help students finish in four years and still have a

rich collegiate experience. "It's a complex problem facing a majority of educators," University of Utah President David W. Pershing says.

In 2011, the most recent year for which comprehensive figures are available, the average graduation rate for students receiving a bachelor's degree within six years of entering college was 59 percent nationwide, according to data gathered from both public and private colleges by the U.S. Department of Education's National Center for Education Statistics. The University of Utah's graduation rate was slightly below that national average, at 55 percent.

According to *The Chronicle of Higher Education's* 2011 College Completion report, the U in 2010 had the highest graduation rate of any publicly funded Utah college, at 56.4 percent. Utah State University was second at 54.6 percent, and Weber State University was third, at 40.6 percent. That's something to celebrate, says Pershing, but the U still has "significant room for improvement" and myriad reasons why it is important to do so.

"The first is the long-term impact of graduation on individual lives," the president says. "Every student who enters the U makes an investment in their education. In turn, the University and the state also make an investment in them. If they leave before graduation, there is far less return on either investment. The student will likely feel the impact of not completing their education throughout their lives, in both psychological and financial terms."

Research in many disciplines over the years has found that college graduates typically have better health and live



University of Utah President David W. Pershing, left, has said one of his main goals is improving student success, including graduation rates.

nearly seven years longer, on average, than those who only finish high school. College graduates generally have better work lives, are less likely to use government assistance, have better family relationships, and volunteer more often. Their children also tend to have more educational success.

College graduates fare better economically, as well. A 2012 report by the State Higher Education Executive Officers Association, titled *The Economic Benefit of Postsecondary Degrees*, shows that those who receive associate degrees earn at least \$9,000 more annually than individuals who have only a high school diploma. A bachelor's degree can raise annual income another \$11,753. At the University of Utah, where 75 percent of the students come from within the state and many stay after graduation, that translates into a stronger tax base that benefits the state as a whole. "We are building stronger communities with stronger graduation rates," the president says.

When Pershing began his presidency in 2012, he announced that one of his main goals would be improving the undergraduate experience and student success, including graduation rates. The U also has backed Utah Governor Gary Herbert's initiative to raise college graduation rates statewide.

U.S. Census data show that just 40 percent of Utahns hold an associate or bachelor's degree. That's better than the national

average, but the data also reveal that more Utahns—28 percent compared to 22 percent nationwide—have taken some college coursework without completing a degree.

Herbert wants to increase the proportion of Utahns obtaining post-secondary degrees or certificates to 66 percent by 2020. The goal is based on the findings of a 2010 study by Georgetown University's Center on Education and the Workforce that projects that two-thirds of Utah jobs will require a post-secondary certificate or degree by 2020.

Pershing admits the 66 percent goal is "ambitious" but says that even after just a few years of effort,

the numbers are trending in Utah's favor. To keep college educators and administrators on track, the Utah System of Higher Education has also set a smaller goal of increasing the number of degrees awarded in the state by 4 percent each year.

"That might not seem like a lot," Pershing says. "But the number of degrees awarded in the state increased by 3.76 percent in 2010, 5.69 percent in 2011, and 4.1 percent in 2012."

Utah is far from the only state wrestling with the complicated issue of improving educational performance and increasing graduation rates. And while there's a crushing amount of data on the issue, with studies and analyses from multiple foundations, think tanks, and research centers in

The U has backed the governor's initiative to raise graduation rates.

addition to the annual federal reports, it's hard to find reliable numbers that provide a clear and accurate picture, says Terry Hartle, senior vice president for government affairs at the American Council on Education: "In every case, you need to look below the numbers to understand what's taking place."

The federal government calculates graduation rates based only on full-time, first-time students who enroll in the fall. If you transfer to another school, or take time off to work or, to use an example particularly relevant in Utah, serve a mission for The Church of Jesus Christ of Latter-day Saints, then statistically, you're considered a dropout by the U.S. Education Department, he notes.

In the University of Utah's case, the federal numbers show the rates of U students completing degrees after six years at close to or slightly behind the national average for comparable schools. Look a little farther out, and the picture gets brighter, with 71 percent of U

students receiving their degrees within eight years, compared with the national average of 60 percent.

Three-fourths of the state's college students work while attending school, and they tend to graduate with less debt than their peers nationwide. Many Utah college students also get married and have children earlier than their counterparts nationwide. And students often are unprepared for the academic rigors of college. About 50 percent of freshmen entering Utah's two-year colleges enroll in some remedial courses. Remedial course work is also required for about 20 percent of those

entering the state's four-year colleges.

Another common denominator that presents a barrier to college completion is lack of financial resources. "Funding for education has continued to shrink across the nation, and tuition rates have increased to compensate," the president says. "It is critical that we find ways to support our students financially as



Photo by Brian Nicholson

Sarah Hammer, right, and Machi Johnson walk outside the U's residence halls.

An advertisement for The McGillis School. The background is a photograph of a young girl with dark hair, looking intently at a glass she is holding. The text is overlaid on the bottom half of the image. In the top right corner, there is a logo for The McGillis School with the website address mcgillisschool.org.

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they endeavor to attain an education.”

Barbara Snyder, the U’s vice president for student affairs, says decades of research show several common denominators point to student persistence and success. Students who live and work on campus, for example, tend to stay on track educationally, and keeping work hours to a part-time schedule also helps. Other factors that contribute to success include family support, financial support, and learning communities that help strengthen students’ commitment to reaching their educational goals.

Addressing the U’s graduation rate challenge isn’t simple, and the University has launched a series of programs and strategies to tackle the issue on multiple fronts. Chief among them is an enrollment initiative that more carefully considers which students come through the door. The approach takes a comprehensive look at students, from grade point averages and test scores to extracurricular activities and the specific courses in which high school students were enrolled.

“We want to make sure we are admitting the right students,” says Mary Parker, the U’s senior associate vice president for enrollment management. “We also want to ensure that we look holistically at the student, not just at their GPA.”

The new approach also means understanding that the challenges are different for full-time and part-time students, males and females, those married and unmarried, working students, those who are parents, and those who live on and off campus. Identifying and understanding those hurdles allows the U to develop strategies for providing better student support, including academic and career counseling, access to financial resources, and a range of other needs, she says. “The other piece of that is making sure we are communicating with students so that they know about us and the services on campus,” Parker says, “so when they do hit that speed bump, they know where to go.”

Pershing notes that the U also is expanding its opportunities for collaborative learning within and beyond the classroom. Those include the BlockU Program, which gives students a set schedule, organized around a specific theme; the Integrated



*Barbara Snyder, vice president for student affairs, is overseeing the strategies for increasing graduation.*

Minor Program, a thematic course through General Education that extends over four years; and Learning Portfolios, a program that allows students to use digital portfolios for increased assessment benefits and to reflect on and synthesize their learning experiences, the president says.

The U Honors College has taken that theme of engaged learning a step further, by integrating academic and residential life. Some 300 students now live together in the Donna Garff Marriott Honors Residential Scholars Community on campus. Also in the works is the Pierre Lassonde Institute, a campus-based residential community for entrepreneurial-minded students.

The U is also working to support the state’s overall initiative to graduate more students with backgrounds in science, technology, engineering, and math, by increasing the size of entering classes in those disciplines, and hopes to get state help in funding the Crocker Science Center, which will improve

laboratory experiences for students. And for students who may not otherwise have found a campus home, the U now offers the Beacon Scholars Program, which aims to connect students with peer groups, Pershing says. The University is also working to create a more efficient course structure and expand online and integrated course offerings to allow students greater flexibility as they try to balance education with work and life.

Snyder notes that the U has found more good results through strategic student support. In the summer of 2012, the U Futures Scholarship Fund was created by the Board of Trustees to help U seniors pay for their education when facing financial challenges due to unexpected life events such as an illness, accident, or family crisis.

Thirty students were awarded aid in amounts totaling nearly \$60,000, with the stipulation that they graduate within two semesters, and all of them did so by the end of this past summer, Snyder says. “We’re expanding that program, because we know that there are many students who get close to the finish line who just need a little push.”

One statistical factor in the state remains a challenge for the University, however: Utah women start college at the same rate as men and at rates above the national average, but they are less likely to complete their bachelor’s degrees, Snyder says. About 31 percent of all Utah men hold

“We want to make sure we are admitting the right students. We also want to ensure that we look holistically at the student.”

bachelor's degrees, but only 25 percent of the state's women do. That gap is the highest in the nation.

"We're quite concerned about that," Snyder says. "We know many of our female students are going to end up as primary breadwinners for their families, and they are not completing their degrees." According to the Utah Department of Workforce Services, more than 59 percent of married Utah women work, as do 74 percent of mothers with school-age children.

Utah System of Higher Education data also show that Utah women earn only 47 percent of all bachelor's degrees, the lowest percentage in the nation. It's a trend the state can't afford to see continue, says Mary Ann Holladay, director of the Utah Women and Education Initiative, a spinoff from a governor's task force on women in education. She and University leaders want to help foster a "culture of college" that helps expose young girls and their families to career and educational opportunities that motivate them to complete college degrees.



*Senior Associate Vice President Mary Parker is heading up the U's new enrollment initiative.*

Photo by Brian Nicholson

"As women, we compartmentalize our lives," Holladay says. "We think education is an either/or proposition, but it's not. We need to speak to young women early about the importance of having dreams fulfilled through education."



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Photo by Brian Nicholson

Sarah Hammer, right, talks with Emily Glende at the Heritage Center.

“Our goal is to fully prepare them for success in this changing, competitive global economy and in life.”

The recent change in the minimum age for Mormons to serve missions for their church also presents a challenge for the U. Last year, the church announced the age requirement would change from 19 to 18 for men, and 21 to 19 for women. Many of those young men and women will forgo college after high school graduation to serve as LDS missionaries.

The Utah System of Higher Education anticipates some temporary challenges for the state’s seven public colleges, including drops in enrollment and revenue from the loss of tuition. U officials have told the State Board of Regents they anticipate as many as 860 fewer students for the 2013-14 academic year.

In response, the U has adopted a deferment policy that allows students to delay starting school for up to seven semesters after acceptance. That should accommodate the time students are serving missions: two years for men, and 18 months for women.

“We’re certainly paying a lot of attention to the missionary piece and what that means,” says Snyder. “One strategy will be making sure [students] make a commitment to higher education before they go, and making sure we have programs in place so that there is a seamless opportunity for them to return to the University.”

The American Council on Education’s Hartle believes it’s possible that the change may ultimately have a positive effect on Utah graduation rates, because students will enter college having learned a few life lessons and gained some maturity. Hartle compares the experience to what’s commonly called the “gap year” around the world, the time some students take between high school and college to “get a better sense of who they are, what their interests are, and what their skills are.”

Despite the challenges and uncertainties, Pershing says the U has ample support statewide from business and political leaders for its goals. And each of the programs being implemented at the University is designed to improve the quality of education overall, not just move the needle on graduation rates. “Our goal is to fully prepare them for success in this changing, competitive global economy and in life,” Pershing says.

Hammer says she supports those goals but doesn’t want administrators to think that every student who takes a slower path to graduation is a problem that needs to be solved. She’s been so inspired and enriched by her experiences at the U that she’s already got an eye on graduate school and a doctorate.

“I’d rather have had those experiences and taken a little bit more time to get my degree,” she says. “Just because we are taking a bit longer doesn’t mean we aren’t driven.” **U**

—Jennifer Dobner is a reporter with The Salt Lake Tribune and has been a frequent contributor to Continuum.

## How Colleges Fare

The University of Utah has created a comprehensive strategy for increasing its graduation rates. While the U ranks at the top of public colleges in the state for college completion, it falls behind its Pac-12 peers.

**NATIONAL AVERAGE  
(GRADUATION AFTER 6 YEARS):** **59%**

<b>Pac-12:</b>	<b>4 years</b>	<b>6 years</b>
Stanford University	79%	96%
University of Southern California	76%	90%
University of California, Berkeley	71%	90%
University of California, Los Angeles	67%	90%
University of Washington	59%	80%
University of Colorado	40%	68%
Washington State University	38%	67%
University of Oregon	41%	66%
University of Arizona	36%	61%
Oregon State University	29%	61%
Arizona State University	32%	57%
University of Utah	21%	55%

<b>State of Utah:</b>		
University of Utah	21%	55%
Utah State University	26%	52%
Weber State University	8%	43%
Southern Utah University	18%	35%
Utah Valley University	15%	25%
Dixie State College	N/A	N/A

Figures are from the U.S. Department of Education and are based on rates for students who started as full-time, first-time freshmen in 2005.

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Join Utah fans, friends, and families from all over on **October 12** for the first-ever **Block U Party**, and get pumped for Utah vs. Stanford football. Bring the whole gang to campus before the game—there will be something for all ages, including live music, food, college tents, the U band, and The MUSS. Even if you're not going to the stadium, it's a cool way to celebrate all things U and have a great time!



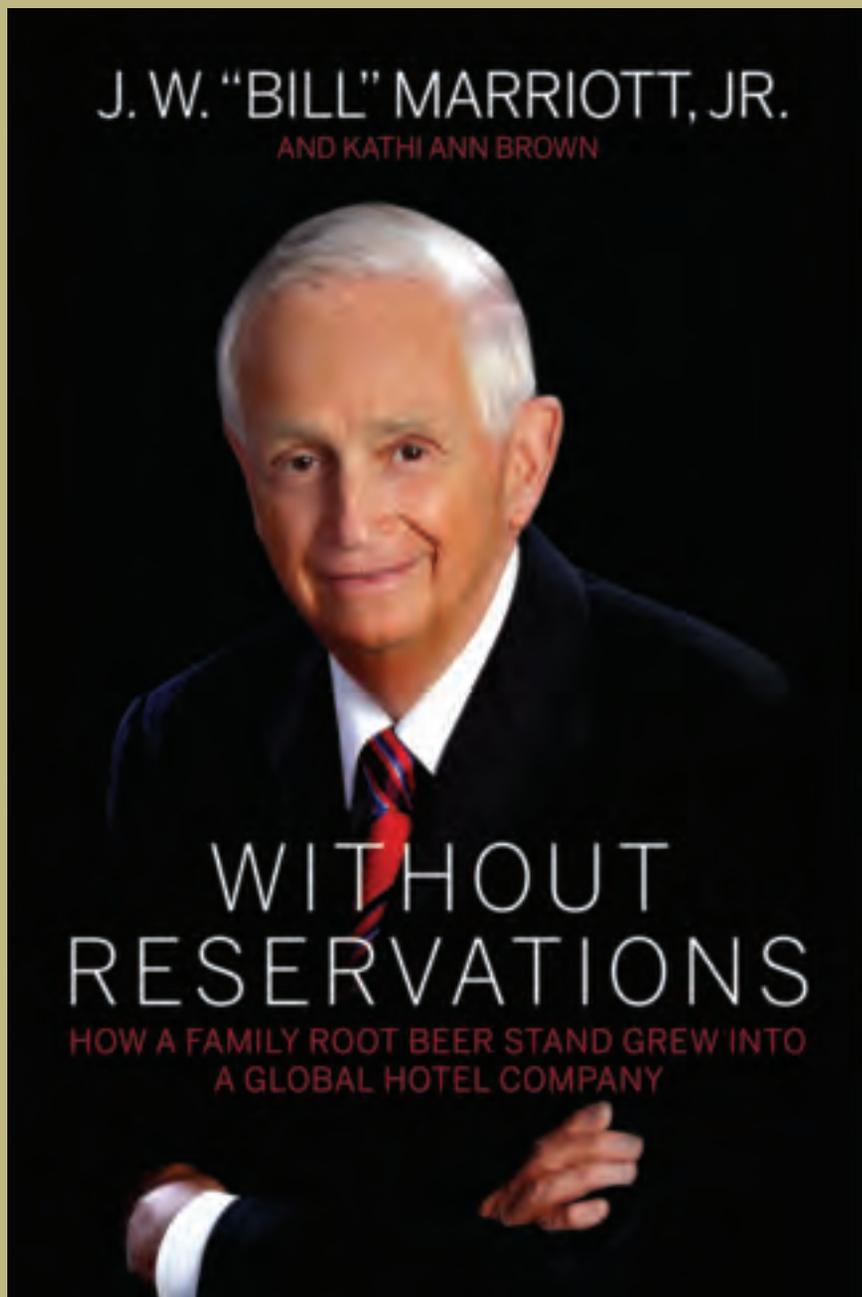
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# Lessons



U alum Bill Marriott's *Without Reservations* recounts a lifetime of business experience.

By Jason Matthew Smith

**I**n the early 1980s, J.W. “Bill” Marriott, Jr., BA’54, then president of the hotel corporation bearing his family name, sat at his desk stressing over the biggest business decision of his life: build a \$500 million hotel in Times Square, or walk away from the deal. Times Square was then in a crime-ridden, dicey neighborhood in New York, known more for its drug culture and pornographic theaters than as a prime location for a high-end hotel. But Marriott knew there was a chance that the area could turn around, especially if the company planted the first seeds of redevelopment.

It was the last day to vote yea or nay on the project: If he didn’t agree to purchase the land that afternoon, the price would go up, and as Marriott’s phone lines blinked with associates on hold—including the mayor’s office wanting to know whether to schedule a news conference on the project—Marriott received another call. It was his father, J. Willard Marriott, who had started the company back in the late 1920s.

“When are you going to put AstroTurf on the balconies of the Twin Bridges Hotel?” his father demanded. The senior Marriott had a well-documented love for

# ALONG THE WAY

the fake grass. But rather than becoming impatient or angry with his father, Bill was relieved. The call, for all of its absurdity at that moment, put everything in perspective. He realized that risk could not always be calculated and quantified, like buying AstroTurf in bulk. Sometimes, you jump.

Marriott made up his mind then and there to go forward with the Times Square property—and the New York Marriott Marquis is now one of the company's most prized lodgings.

Bill Marriott recounts the AstroTurf story as an example of managing risk in his book *Without Reservations: How A Family Root Beer Stand Grew Into A Global Hotel Company*, published in December 2012. "Don't just kick the can down the road," he writes. "My father hated making decisions, for fear that some better option was just around the corner or the risk was too great. I don't suffer from the same kind of indecisiveness that plagued my dad. In fact, I'm sometimes accused—with some justification—of being very impatient about making decisions. I'd rather make a decision and get on with it."

Marriott's book is in some ways a homage to his father and mentor—who died in 1985—and an outline of his own business principles, gleaned from a half-century in the hotel and lodging business. Under Bill Marriott's leadership, the company has grown into an empire of more than 3,000 properties spanning the globe, with revenues north of \$12 billion a year.

Marriott says he wrote the book both for himself and for business leaders. He had previously published one other book, *The Spirit to Serve: Marriott's Way*, in 1997, and it was an earlier attempt to pin down his business philosophy and his biography. "It's been 16 years since I wrote a book, and I decided it was time to write down a few things I've learned about leadership and team building, and to help me grow as a businessman, too."

*Without Reservations* tackles each of Marriott's (the man and the company—the two are, at this point, inseparable) core values: Put people first; pursue excellence; embrace change; act with integrity; and serve our world. Every Marriott employee memorizes

these values and is expected to live by them. Of these, "put people first" is the linchpin that holds everything together. As Marriott notes in his book, that's not necessarily earth shattering. Companies the world over claim to put people first. But Marriott believes that the connection between employer and employee is everything. "An organization's culture is not a small matter," he writes. A strong internal culture means lower turnover among employees, higher marks from satisfied customers—and happier shareholders.

Marriott culled many of his ideas for ethical and proper business practice from his father, as well as from his own experiences while working



J.W. "Bill" Marriott, in the driver's seat, visits a Hot Shoppe during the 1950s.

All photos courtesy J.W. "Bill" Marriott, Jr.

in the family business. His first job was stapling invoices together for the accounting department at age 14. Back then, the company wasn't in the lodging industry, but rather operated a string of A&W Root Beer stands that also served food, called The Hot Shoppes. In high school, Marriott began cooking burgers in the Washington, D.C.-area Hot Shoppes and later moved on to sling hash while attending the University of Utah.

"While I was still working at the Hot Shoppes in Salt Lake City during college," he writes, "I discovered that I thrived on the fast pace of the business. Teamwork was essential. When the noontime crowd poured in, everybody had to be at their command post and ready to go. If you didn't dish the food fast enough or if people weren't out on the floor taking care of customers, you would have a disaster on your hands."

Marriott credits his time at the University—and his days standing behind the grill at the Salt Lake City Hot Shoppe—with helping him learn the fundamentals of business. "I didn't know much about business before going to the U," he says. "I did work with my parents' business and went to a prep school—most of that was learning basics, not anything that could be applied to business. But I really enjoyed my finance classes at the U, and by being exposed to the things I learned at school as well as the hands-on work at the Hot Shoppe,



Bill Marriott, left, and his father and mentor, J. Willard Marriott, in 1972.



Bill Marriott, top left, works with his two young sons and a couple of employees in a company kitchen during the 1970s.

I had a pretty solid foundation when I graduated in '54."

Although Marriott loved the restaurant business, he didn't discover his true calling until the late 1950s, when the company built its first hotel, the Twin Bridges, just south of Washington, D.C. In 1957, he took over management of the new lodging division. "My dad had loved the restaurant business, but I loved hotels," he writes. "Planning them. Building them. Seeing them fill up with people." In 1964, he became president of the company, at age 32.

*Without Reservations* certainly dispenses some time-tested advice—for example, Marriott stresses the need for today's executives to be hands-on managers. This is not some kind of hypocritical edict: At one time, Marriott easily racked up 70,000 air miles a year visiting his hotels and those of his competitors. He didn't spend much time behind a desk and urges today's

businessmen to spend more time "in the field," learning how things work from the ground up.

But rather than coming across like a stale collection of passé do's and don'ts for young MBAs, the real strength of *Without Reservations* lies in Marriott's ability to illustrate his point with very personal, sometimes cautionary tales from his own life. He may be urging businessmen to work harder and smarter, but he's got a caveat about that, too, based on his own grueling work schedule.

In 1989, he boarded an Amtrak train in Washington, D.C., for a trip to New York. After settling into his seat, the unease and discomfort he'd been feeling all morning began to intensify. He promptly disembarked from the train, hopped back into his car, and told his driver to take him to the hospital. He suffered three heart attacks before undergoing coronary bypass surgery. In all, he was out for some six months.

The experience convinced him that it was time to slow down. He began to cut back on the amount of time he spent on the road, and in December 2011, he announced that he would step down as chief executive officer, naming Arne Sorenson as his successor. Sorenson assumed the role

of CEO in March 2012, and Marriott was named executive chairman.

Marriott's decision to step aside illustrates another of the principles outlined in his book: Know when to get out of the way. "I've been in the saddle long enough (more than half a century) that I could easily have contracted Founder's Syndrome," he writes. "We all know the type: the hard-driving workaholic who dies at his desk; the 92-year-old patriarch who won't give up the reins to the younger generation; the founder who keeps so much vital information to herself that when she dies, the company falls apart within months."

Marriott's tone is never preachy. Instead, he delivers equal parts wisdom and semi-confessional storytelling. "I'm pretty transparent in the book," he says, "I'm willing to admit my mistakes." He points out that although the book focuses on him, there's more to it than

*Marriott believes that the connection between employer and employee is everything. "An organization's culture is not a small matter," he writes.*

just one man handing out advice. "It's important to do the best I can to inform and teach about leadership principles," he says. "But throughout, I focus a lot on working with a team, and that's really the essence of our business. It's not about one person, it's about a group of people."

Although Marriott has slowed down, he continues to be actively involved with the company's operations, visiting properties, shaking hands, and penning 700 personal notes a year to employees, friends, and associates. He ends *Without Reservations* with a Chinese proverb: The journey is the reward. Traveling through

the pages of *Without Reservations* with Bill Marriott, that wisdom becomes evident. **U**

—Jason Matthew Smith is a freelance writer based in Sandy, Utah, and a frequent contributor to Continuum.

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Visit [continuum.utah.edu](http://continuum.utah.edu)

to watch a short video of Bill

Marriott talking more

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# Alumni Association Welcomes Board Members and Officers



David Allred



Teresa Eubank



Jennifer Foote



Michael Waterman



Erik Anderson



Brayden Forbes



Madlyn Tanner

The University of Utah Alumni Association has appointed four new members of its Board of Directors and three new presidents of the board's affiliates.

The new board leaders and members were announced by Board President **Keven M. Rowe** BS'83 JD'86 and Vice President **Heidi Makowski** BS'83 at the association's Annual Board Meeting in May, at the Alumni House.

The four new members of the Alumni Association's Board of Directors are **David Allred** BS'84, **Teresa Eubank** ex'74, **Jennifer Foote** BS'86, and **Michael Waterman** BA'93 MA'00.

Allred is the director of management services and executive assistant to the senior executive team of C.R. England, Inc., a Salt Lake City-based global transportation provider and the world's largest refrigerated carrier. Eubank is vice president for human resources with Fred A. Moreton and Company, an insur-

ance provider with offices in the Intermountain West. Foote owns JF Fitness and works as a home personal training and fitness consultant. Waterman is director of communications for CHG Healthcare Services in Salt Lake.

The new leaders of the Alumni Association's affiliate boards are **Erik Anderson** BA'91 MBA'93, **Brayden Forbes**, and **Madlyn Tanner** BA'61. Anderson works as a certified public accountant with WesTech Engineering in Salt Lake City. Forbes is a senior at the U majoring in cellular biology and is planning to enroll in medical school next year. Tanner is a freelance editor and worked for several years as a corporate secretary at MOXTEK Inc. in Orem, Utah.

Anderson is the 2013-14 president of the Beehive Honor Society. Forbes is the new president of the Student Alumni Board. And Tanner is now president of the Emeritus Alumni Board.

# Association Honored With Two MLK Awards

The University of Utah Alumni Association has received the “Keeping the Dream Alive” award from the U’s Dr. Martin Luther King, Jr., Celebration Committee, in recognition of the association’s longstanding support. **John Fackler** BS’89 BS’94 MPAcY’95, a director of alumni relations, was also presented with a “Keeping the Dream Alive” award for his distinguished service on the committee.

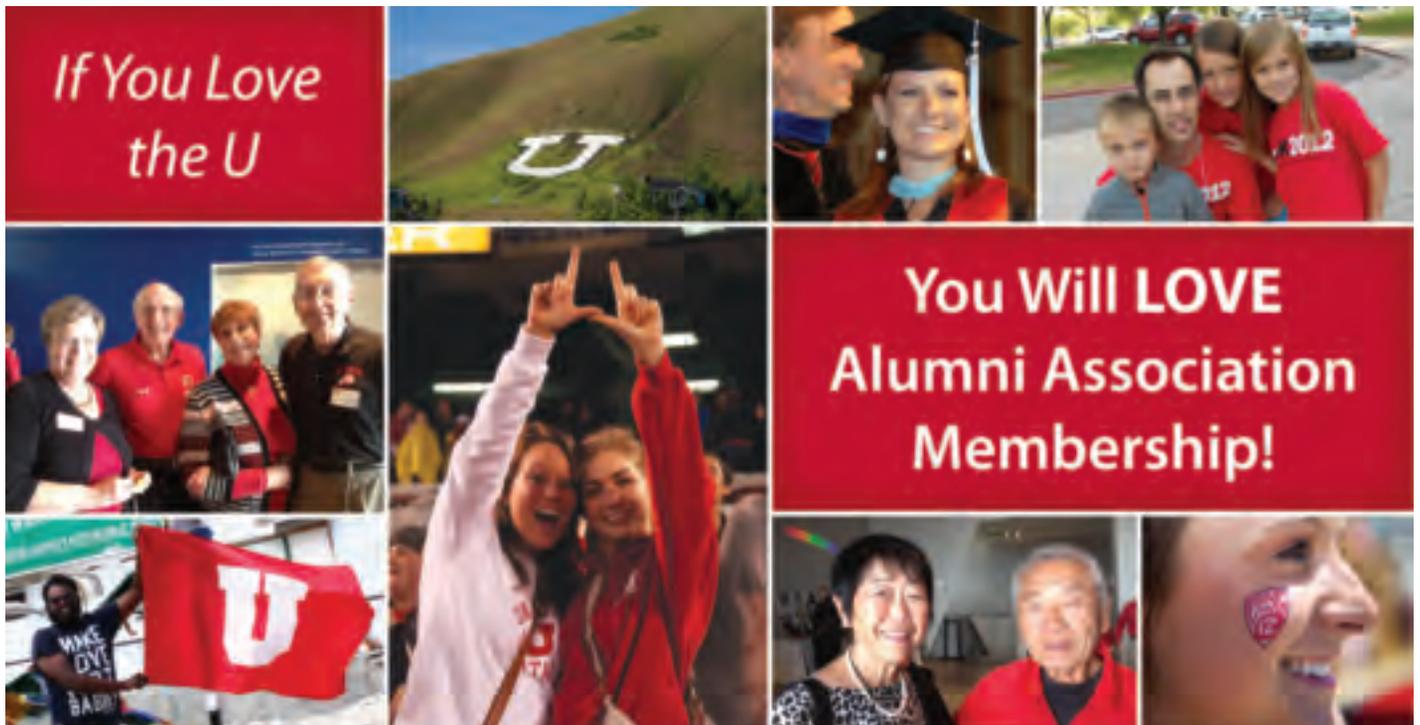
The awards were presented by **Jennifer Williams Molock**, U assistant vice president for equity and diversity, and other MLK Committee members. The association has supported the annual MLK Rally and Marade for the past five years and has provided annual sponsorship of 15 Martin Luther King, Jr., Youth Leadership Awards for more than 15 years. Fackler has served on the committee for 13 years.

The rally program includes speeches and musical presentations relating to the late civil rights leader Martin Luther King and the ongoing social justice movement. Following the rally, participants in the marade (a portmanteau of “march” and “parade”) make their way from East High School in Salt Lake City to Presidents Circle at the U.

The Youth Leadership Awards, presented the night after the marade, honor outstanding students in the seventh through 12th grades from throughout the state of Utah for their commitments to the ideals professed by King.



*Makeila Hansen-Lutali, left, a Bryant Middle School student, is congratulated on her Youth Leadership Award by the event’s keynote speaker, Brenda Burrell.*



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## Tailgates Slated for Two Pac-12 Away Games



Get ready for the official Utah away-game tailgate parties of the 2013 football season! This fall, the University of Utah Alumni Association is going on the road to host tailgate parties at two Pac-12 venues: the University of Southern California and the University of Oregon.

The official Utah Tailgate Parties will include a full buffet, with food and beverages as well as prizes, giveaways, Utah merchandise, music, and more.

On Saturday, October 26, the first tailgate begins two hours before the game against USC, in Los Angeles. The following month, on November 16, the tailgate in Eugene, Oregon, also begins two hours before kickoff, at Oregon Mallard Park, adjacent to Autzen Stadium. For details and to register for one or both of the tailgates, go to <http://alumni.utah.edu/tailgates>.

## European Reunion Held in the Netherlands

The University of Utah's 15th European Alumni Reunion, organized by former U exchange students **Muriel Van Alsté** and **Esther Gloudemans**, was held May 17 to 19 in Eindhoven, the Netherlands, a city known for its high-tech industry. Eindhoven, located in the province of North Brabant, in the south of the

Netherlands, is the fifth-largest city in the country. The Philips electronics company was founded there in 1891, and the city is a mix of modern design and old industries.

More than 30 alumni from eight countries delighted to see Eindhoven's highlights, as well as city-center celebrations held at the time for Pentecost weekend. The reunion also included a visit to the town of Nuenen, once home to Vincent van Gogh, and the beautiful Windmill de Roosdonck.

An official dinner was held at Usine, the former main office of Philips, which is now an elegant Dutch restaurant. **Jörg Ehehalt**, president of the European Alumni Association, welcomed those attending, and **Michael Hardman**, the U's chief global officer, and **Sabine C. Klahr**, deputy chief global officer, provided an update about the University and its new Global Office of Engagement. **Monica Ferguson**, director of the U's Global Leadership and Engagement Institute, presented an Alumni Award to Ehehalt, who was an exchange student at the U in 1996-97, for his contributions to the European Alumni Association.

European alumni have held a reunion to celebrate their University of Utah roots every year since 1998, when their first gathering was in Heidelberg, Germany.





# EVENT CALENDAR TRUE TO U | HOMECOMING 2013



Alumni Association  
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## 7 Saturday

**Legacy of Lowell  
Community Service Day**  
8 a.m. – noon, Glendale Middle School  
801-581-4811

## 10 Tuesday

**House Decorating**  
4 p.m., Greek Row and other campus  
locations  
801-581-2788

**Student Alumni Board Reunion**  
6:30 p.m., Alumni House  
801-581-3709

## 11 Wednesday

**World Leaders Forum**  
11 a.m., Libby Gardner Hall  
801-581-7989

**Emeritus Alumni Reunion**  
6 p.m., Alumni House  
801-581-3719

## 12 Thursday

**U Farmers Market-Eat Local**  
10 a.m. - 2 p.m., Tanner Plaza  
801-581-7505

**Songfest**  
6 p.m., Union Ballroom  
801-581-2788

**Crimson Rally**  
7-9 p.m., Union Patio  
801-581-8709

## 13 Friday

**Scholarship Scramble  
Golf Tournament**  
8 a.m., Bonneville Golf Course  
801-585-3716

**Student Dance**  
8 p.m. – 1 a.m., The Depot  
801-581-2788

**Parent-Family Weekend Begins**  
801-581-7069

## 14 Saturday

**Young Alumni Scholarship 5K  
and Kids Fun Run**  
8:30 a.m., Alumni House  
801-585-9012

**Pregame Tailgate Party**  
6 p.m., Guardsman Way & 500 South  
801-581-6995

**Football Game: Utah vs. Oregon State**  
8 p.m., Rice-Eccles Stadium  
801-581-UTIX

**Parent-Family Weekend Continues**  
801-581-7069

**More information:**  
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# Re-Envisioning Women's Worth and Wellness

By Marcia Dibble

**O**n their very first day as college freshmen, identical twins **Lexie** and **Lindsay Kite** MS'09 PhD'13, now 28, took their first steps down the road that led them to create Beauty Redefined, their recently founded nonprofit organization that works to help girls and women uproot limiting and harmful concepts of female beauty, value, and health.

Separately, in two different classes on "media smarts," the twins were each introduced to critically evaluating the way women are represented in mass media, and the fact that much advertising is specifically engineered to make people feel "flawed" so that we will buy products in an endless (and fruitless) quest to "fix" ourselves. The Kites also began to see how profit-seeking messages aim to persuade women that they need to fit into one very limited conception of "beauty," and to—literally—buy into the message that fitting into that concept should be a primary goal.

"I sat in that classroom and my heart pounded faster," Lexie Kite recalls. "I had such a powerful experience. I felt, this is true, and I have been so affected by this, I need to help other people realize this truth." At home that night, she rushed to talk to Lindsay about it and discovered that her twin had had the same eye-opening experience in her own class.

Both were Utah State University undergraduate journalism majors at the time, Lexie in broadcast, and Lindsay in print. The sisters immediately dove into more research into popular culture and mass media and their impact on female body image and self-worth, and began looking for ways to share what they were learning. "We wanted to know how the messages affect individuals and how we might be able to help in some way," says Lexie.

Studying Naomi Wolf's *The Beauty Myth* (which examines how women's material and legal successes of the 20th century have been met with an oppressive counterweight of emphasis on and anxiety about physical appearance) and Jean Kilbourne's *Killing Us Softly* (which focuses specifically on advertising imagery), Lexie recalls that the sisters thought, "It makes you mad, and then you feel like, where do I go with this, what do I do? And there wasn't really an outlet." So they expanded their own

research "to all forms of entertainment media and profit-driven messages" and dove into "showing people how to recognize those messages, reject them, and get on to what is more important."

At the University of Utah, the sisters delved into relevant interdisciplinary study in areas such as health promotion and education, art history, and psychology and were allowed to co-write their master's and doctoral theses in communication.

Lexie's research has focused on the ability to reject self-objectification. Lindsay, meanwhile, has honed in on promoting true physical health, as opposed to surface-level appearances or measures of health. The sisters' graduate work became the basis for a one-hour visual presentation for their Beauty Redefined nonprofit. The presentation is regularly updated with recent examples and the latest research, with versions modified for different audiences, and the sisters have now shared it with thousands of people around the country.

The twins also maintain a Facebook page ([www.facebook.com/TakeBackBeauty](http://www.facebook.com/TakeBackBeauty)), which has more than 14,000 followers, and a website, [www.beautyredefined.net](http://www.beautyredefined.net). "People have just come in droves, worldwide," Lindsay says. "We've found that people are starving for this information."

To help spread their message, and to support the nonprofit, the Kites have created a range of "uplifting slogan" products, such as cards featuring the message "You are beautiful (now go do great things!)" and sticky notes declaring "Your reflection does not define your worth."

The twins have recently been developing curricula for use by individuals, as well as for organizations that work with both adult women and elementary-age girls. Lexie notes that their work is all the more relevant as younger generations are ever more saturated with media messages. "We want to help people at the ground level to recognize and reject the harmful messages," she says. "Making better choices with our viewing and our pocketbooks leads to bigger changes." **U**

—Marcia Dibble is managing editor of Continuum

## '70s



**Carolyn B. McHugh** BA'78 JD'82, a Utah appellate judge, has been appointed by President Barack Obama to the 10th U.S. Circuit Court of Appeals in Denver. The appointment is subject to the approval of the U.S. Senate. McHugh was appointed in 2005 to the Utah Court of Appeals. She previously worked for 22 years at the Salt Lake City law firm Parr Brown Gee & Loveless until her appointment to the bench by then Utah Governor Jon Huntsman, Jr. McHugh graduated from the University's College of Law, where she later taught as an adjunct professor. The 10th Circuit covers federal appeals for six states, including Utah and Colorado.

**Lynne Sebastian** MA'77 has been appointed to the U.S. Department of the Interior's Advisory Council on Historic Preservation. Sebastian has more than 30 years of experience in historic preservation and is a nationally recognized expert in regulatory and legislative issues pertaining to historic preservation. She is also a recognized scholar in the archaeology of the American Southwest and

has carried out fieldwork in New Mexico, Colorado, Utah, and Arizona. Sebastian has served as director of Historic Preservation Programs at the SRI Foundation since 2001. She is also an adjunct associate professor of anthropology at the University of New Mexico. She served as the state historic preservation officer for New Mexico from 1997 to 1999. Sebastian holds a master's degree in English literature from the University of Utah and a doctorate in anthropology from the University of New Mexico.

## '80s



**Carlos Braceras** BS'88 has been named by Utah Governor Gary Herbert to head the Utah Department of Transportation (UDOT). Braceras had been the department's deputy director for 12 years. As executive director, Braceras is now responsible for the department's 1,800 employees, as well as the design, construction, and maintenance of Utah's 6,000-mile system of highways, and he serves as a member of the governor's cabinet. As deputy director, he and former director **John Njord** BS'88 led the department through

the 2002 Olympics, construction of Legacy Parkway, the rebuild of Interstate 15 in Utah County, the new Mountain View Corridor, and the introduction of several innovative interchanges intended to reduce congestion. Braceras joined UDOT in 1986. He holds a bachelor's degree in civil engineering from the University of Utah.



**H. Jay Ford III** BUS'82 JD'85 has been appointed by California Governor Edmund G. Brown, Jr., to be a judge in the Los Angeles County Superior Court. Ford has served as commissioner at the Los Angeles County Superior Court since 2005. He was an associate and shareholder at Tyre Kamins Katz and Granof Law Corporation from 1987 to 2005 and served as a litigation associate at the Law Office of Adams Duque and Hazeltine from 1985 to 1987. Ford received a bachelor's degree in social and behavioral science and a juris doctorate at the U.

**Renee M. Jimenez** BS'88 JD'91 has been appointed by Utah Governor Gary Herbert to fill a vacancy on the 3rd District Juvenile Court bench, which serves Salt Lake, Summit, and Tooele counties. As an attorney and an assistant Utah attorney general, Jimenez has managed hundreds of active



child support, child abuse, and neglect cases. At the U, she received a bachelor's degree in behavioral science and health, and a juris doctorate.

**Chell Roberts** BA'82 MS'89 has been named founding dean of the University of San Diego's new engineering school. Roberts assumed his new post in July, after stepping down as executive dean of the College of Technology and Innovation at Arizona State University. Roberts was the architect and creator of Arizona State's general engineering program and had taught there since 1989. Roberts holds a bachelor's degree in mathematics and a master's degree in industrial engineering from the University of Utah and a doctorate in industrial engineering from Virginia Polytechnic and State University.

**John Youngren** BA'88 received the 2013 Professional of the Year award from the American Advertising Federation of Utah. Youngren is a vice president and group account director at Love Communications, where he provides advertising, creative, and public relations expertise to accounts including the Utah Lieutenant Governor's Office, United Way

## U Alum's Protocols Helped Transform Emergency Medicine

By Ann Floor



Photo courtesy Jeff Clawson

**Jeff Clawson MD'74** worked as a resident in emergency medicine at Charity Hospital in New Orleans after medical school at the University of Utah. Overwhelmed with the hundreds of patients in the clinics and emergency rooms, he expressed concern about their care to his senior resident, who warned him that, for the sake of speed and accuracy, he needed to use a protocol in order to avoid reinventing the clinical evaluation and treatment wheel with every new patient.

"You mean a cookbook?" Clawson asked, explaining that's what protocols were called at the U. The senior resident handed him some five-by-eight cards and said, "Clawson, you can't survive at the Big Free without one. You better take a good look at these."

Clawson had spent time as an emergency medical technician and occasional dispatcher for Gold Cross Ambulance in Salt Lake City to pay his way through medical school at the U, so the suggestion from the senior resident, and his own experience as a dispatcher, led him to the realization one day that emergency medical dispatchers could be more than just clerks. With proper training and a clearly described protocol to work from, they could become professional first responders. Clawson moved back to Salt Lake

City after his residency and worked in the emergency rooms at Cottonwood and LDS hospitals, and then as fire surgeon at the Salt Lake City Fire Department. And in 1978, he developed the 911 medical dispatch protocols and training. Those protocols now are used in more than 3,600 emergency dispatch centers in 43 countries.

In recognition of his pivotal contributions to emergency medical services, Clawson recently was honored with two national awards.

The National Association of EMS Physicians in January presented him with its Dr. Ronald D. Stewart Award, for making a lasting, major contribution to the EMS community nationally.

Clawson also was presented the J. Walter Schaefer Memorial Award of Excellence from the American Ambulance Association in November 2012, for excellence in leadership and dedication to the betterment of emergency medical services nationwide.

"These are two of the most significant groups in emergency medical services, and to receive their highest awards is very humbling and fulfilling," says Clawson.

The protocols include using a script during the initial 911 call to determine what is happening at the emergency scene. The dispatcher then utilizes a coded triage system to determine the level of emergency response needed. The caller is coached on what to do and what not to do and is given instructions for other lifesaving and safety actions. According to Clawson, the goal of the protocols is "to send the right thing, to the right person, at the right time, in the right way, and do the right things for the caller and patient until the troops arrive."

In 1988, he cofounded the International Academies of Emergency Dispatch, which uses the protocols he developed and sets emergency response standards that are used internationally. Currently, about 55,000 dispatchers hold that group's certification.

Clawson continues to oversee the group's research, standards, and educational efforts. He also serves as chief executive officer and medical director of Priority Dispatch Corporation in Salt Lake City. Established in 1987, the corporation creates training materials to support emergency dispatch systems throughout the world. **U**

—Ann Floor is an associate editor of *Continuum*.



of Salt Lake, and the Utah Department of Health's anti-tobacco campaign. Following career stints as a sportswriter and columnist, a radio talk show host, a television critic, and even (briefly) a comedian, Youngren has now been with Love Communications for more than a decade. He also is a former member of the University of Utah Alumni Association's Board of Directors. **AM**

## '90s



**Jon Pierpont** BS'91 has been named the new executive director of the Utah Department of Workforce Services. Pierpont was appointed acting director by Governor Gary Herbert in August 2012, when caseloads were high, budgets were tight, and employee morale was low. In May, state senators voted unanimously to keep him on

the job. Pierpont has spent half his life working in various capacities in the agency he now leads. After graduating from the University of Utah with a degree in sociology and an emphasis in criminology, he was hired as an eligibility case manager in 1992. By late 1993, he had been named to head the state's central region.



**Cecilia Romero** BA'98 JD'02 has received the Utah State Bar's Raymond S. Uno Award for the Advancement of Minorities in the Legal Profession. Romero is a partner with Holland & Hart, where she specializes in commercial litigation and labor and employment, in proceedings before the federal and state courts. Romero was instrumental in creating the Utah Minority Bar Association Diversity Pipeline Initiative, which pairs attorneys from the law firm of Holland & Hart with students from the law schools at the University of Utah and Brigham Young University.

**Jason Mathis** BS'96 MPA'02 was honored in March by the White House as a Cesar Chavez Champion for change, along with 10 other immigration-reform activists. Mathis received the recognition for his help in promoting the Utah Compact, a declaration of



five compassionate principles to guide the immigration discussions in Utah. Mathis noted that the Utah Compact was developed in response to Arizona's tough immigration enforcement bill. More than 100 Utah businesses, law enforcement officials, political groups, and faith organizations signed the compact. Mathis currently serves as director of the Downtown Alliance and executive vice president of the Salt Lake Chamber of Commerce.

## '00



**Alex Jensen** BS'05, who was part of the University of Utah's starting lineup during the 1997-98 basketball season, has been named the Dennis Johnson Coach of the Year, as voted by his fellow NBA Development League head coaches. Jensen is head coach of the Canton, Ohio-based

Canton Charge, whose NBA affiliate is the Cleveland Cavaliers. He guided Canton to a franchise-best 30 victories during the 2012-13 regular season, en route to an East Division title and the 2013 NBA D-League Playoffs, where the team was defeated by the Tulsa 66ers in the first round. Jensen played for Coach Rick Majerus during his time with the Utes and was named to the All-West Regional team during the NCAA Tournament in 1998, as Utah went 30-4 and played for the national championship. He was named the 1999 Western Athletic Conference Men's Basketball Tournament Most Valuable Player.

## '10s

**Jason Taylor** MBA'10 recently was presented with the Chief Technology Officer of the Year award by the Utah Technology Council, an organization that works to foster growth among the state's 7,000-plus technology companies. Taylor is executive vice president of development and technology at Allegiance. He has been an engineer for almost two decades, with companies including Novell and Omniture. Taylor holds a bachelor's degree in computer science from Brigham Young University and a master's in business administration.

*We want to hear from you! Please submit entries to Ann Floor, [ann.floor@utah.edu](mailto:ann.floor@utah.edu).*



# Dinosaur Caravan

A trove of fossils packed onto wagons created a stir as it made its way to the U.

By Roy Webb



Photo courtesy Special Collections, J. Willard Marriott Library, University of Utah

The crowds lining Salt Lake City’s Main Street were eager; a buzz of anticipation ran through the throng. “The dinosaurs are coming!”

Soon the mounted police escort appeared, followed by 19 old-time freight wagons loaded with large blocks of plaster that looked like white boulders. The date was Wednesday, September 17, 1924, and the wagons were the “Dinosaur Caravan,” bringing fossils from the quarry at Dinosaur National Monument in eastern Utah to the University of Utah for display in the University Museum, which was housed in what is now the James Talmage Building on the U’s Presidents Circle.

The fossils were part of a trove discovered in 1909 by Earl Douglass, a paleontologist with the Carnegie Museum in Pittsburgh, Pennsylvania. The museum had funded the excavations at the site for 13 years. But by 1922, the museum decided it had enough fossils and ended its claim to operate the quarry. Douglass, still employed by the museum, stayed at the quarry in 1923 and 1924, and worked with the National Museum (which was part of

the Smithsonian Institution) and with the University of Utah, as they both sought fossils at the quarry.

Douglass had spent six months supervising the selection and excavation of specimens for the U, but then a problem arose: how to get 60,000 pounds of fossils—five separate species, including a *Diplodocus*, *Stegosaurus*, *Ceratosaurus*, *Brontosaurus*, and an unknown type—from eastern Utah to the University. There was no railroad, roads were primitive at best, and there were no trucks that could carry such loads.

The U instead turned to large freight wagons, which had been used for years to supply Fort Duchesne and the towns of the Uinta Basin. The wagons and teamsters were assembled, the fossils loaded, and the train started creaking its way west.

Led by “Uncle John” Kay, a Vernal resident, it took the Dinosaur Caravan nine days to travel the 210 miles from the quarry, north of Jensen, Utah, to Salt Lake City. Their route included a ferry crossing of the Green River and followed what today is U.S. 40 and Interstate 80. They reached Draper, in the south end of the

Salt Lake Valley, on September 16.

The next day, a ceremonial entrance for the caravan had been arranged at the U. “All along the line of the parade there were large throngs gathered to watch the picturesque procession,” the *Salt Lake Telegram* wrote. The caravan headed up State Street to 900 South, made a jog over to Main Street to South Temple Street, and then turned to go to the Park Building at the University, where they were met by U President George Thomas.

The Dinosaur Caravan drew attention from newspapers and magazines across the country. The fossils took several years to clean and mount, supervised by Douglass, who joined the University staff in 1924. Those fossils remain on exhibit at the U, in the Natural History Museum of Utah. **U**

—Roy Webb BA’84 MS’91 is a multimedia archivist with the J. Willard Marriott Library.

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