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## From the Hill

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# From the President

William D. Adams



PHOTO BY FRED FIELD

The Annual Report of the President, my opportunity to share with you reflections about the academic year just past, begins this year with a peek at the near future. Although it seems incredible to contemplate, Dean Parker Beverage and his colleagues in Colby's Admissions Office are now recruiting Colby's bicentennial class, the Class of 2013. As venerable an institution as Colby seems in many ways—in the maturity of its academic program, the timeless beauty of its campus, the influence of its alumni around the world—the feeling in the air on Mayflower Hill remains fresh and full of the excitement of striving for goals, of never being satisfied with *good enough*. That's the kind of atmosphere that makes you fall in love with a place, as I certainly have in my years as president.

Even as I reflect on the 2007-08 academic year, I have that bicentennial class in mind. Much of what transpired at Colby last year will have a direct bearing on the Colby those students will come to know. The bicentennial theme, "In their Footsteps," describes both our debt to the thousands of students, teachers, and staff members whose lives have inflected this College for two centuries and our sense that we, too, will leave footprints for others who follow us. Last year, faculty and staff colleagues, the Board of Trustees, alumni, parents, and students contributed to the lasting legacy of Colby.

## Access Expanded

In January, at their meeting in Boston, Colby's Board of Trustees authorized a bold initiative to increase access to Colby for students from many socioeconomic groups. No longer will our students be required to take out loans as part of a Colby financial aid package. Of the handful of American colleges and universities that have established such programs in recent years, including Harvard, Princeton, Davidson, and Stanford, Colby is among those with the smallest endowments. This is a stretch for us, a reach for an appropriate star. Students and their families stand to save tens of thousands of dollars thanks to this program, and Colby students will be able to graduate unburdened by loan debt. We can only begin to imagine what that may mean for these students in their lives after Colby, but we hope it will allow them to make career choices, choices about graduate education, and the like based more on the urgings of their hearts than on the drag on their wallets.

## Curriculum Review Underway

As the College concluded the process that resulted in our reaccreditation by the New England Association of Schools and Colleges, the senior administration and the faculty decided that it was time to assess Colby's curriculum in light of what students told us about their sense that they could gain more mastery over the skills that are the hallmarks of educated persons. (See my essay in the 2006-07 *Annual Report of the President* for details.)

In consultation with Vice President for Academic Affairs Ed Yeterian and me, the faculty empanelled three curricular planning working groups, composed of faculty but with administrative support from the Office of the Dean of Faculty and the Office of Institutional Research and Assessment, to delve into areas of critical importance for the present and future success of Colby students. The groups, which are due to present their findings in February 2009, are tackling ideas such as



PHOTOS FROM LEFT: KENDYL SULLIVAN '11, ROB KIEVIT '09, LING ZHU '09

how best to engage students in academic and other activities in order to inflect the intellectual atmosphere on campus; how ought senior year be organized in order to best send graduates out into the world; and what array of skills should students be certain to develop and hone in order to thrive throughout their lives. There will be much more to say about this effort in upcoming president's reports and other communications; it could have profound effects on the way education is shaped on Mayflower Hill.

### Re-imagining Student Life

Under the leadership of Vice President Jim Terhune, the Student Affairs Division launched Colby 360, a wide-ranging approach to student life that seeks to blur the lines between classroom and out-of-class activities. Colby 360, about which you may read much more on Colby's Web site, "asserts as its guiding principle the idea that a residential college affords students opportunities to learn and develop in all aspects of their college lives." Its statement of purpose continues: "However, where traditional approaches to student affairs in residential colleges tend to focus on creating policies and procedures, Colby 360 establishes a setting for student life designed to achieve five specific learning outcomes: 1) development of life skills; 2) appreciation of and engagement with diversity and human difference; 3) understanding democracy and civic responsibility; 4) promoting wellness and healthy lifestyle choices; and 5) leadership education for the 21st century."

The College's commitment to Colby 360 will require us to re-imagine student life on Mayflower Hill. We anticipate that the more responsibility students have to craft community for themselves, the more opportunity they are afforded to engage with Colby's fundamental values and with the faculty's hopes for their development as intellectually curious and actively involved citizens, the more confident they become that they are developing skills and habits of mind that will serve them throughout their lives, the more powerful and valuable their time at Colby will be.

As with our curricular planning, we have a distance to travel in order to reshape student life. We began one leg of this journey on the last day of classes in May 2008, when seniors gathered at Miller Library for the "champagne on the steps" celebration. Begun about a decade ago as a brief toast by the graduating class to itself, "champagne steps" has had a troubled history marred by excessive alcohol consumption with all its predictable results.

At their meeting in May, with the full support and encouragement of the administration, trustees passed a resolution eliminating the "champagne steps" and directing the administration to take any and all steps to eliminate the culture of excessive drinking on Colby's campus. That work began in earnest this fall with the establishment of the Campus Culture Working Group, chaired by Jim Terhune and including trustees, students, faculty, other administrators, parents, and a member of the Waterville Police Department.

We are fully dedicated to the task of reducing alcohol's central role in too many student social events. Our approach is dependent on rejecting an "us vs. them" mentality that can infantilize students and relieve them of accountability for building a community of which we can all be proud. The College has and will continue to enforce clear policies on alcohol abuse, but meaningful progress in reimagining social life on campus cannot be made in a cat-and-mouse atmosphere where we set rules and students look for loopholes. Working on this issue in the context of Colby 360 puts us shoulder-to-shoulder with students.

### Stay Tuned

There will be much more to say about all of these topics as academic year 2008-09 unfolds, and those of you with access to the Web needn't wait until next year's President's Report to learn more. The online version of this essay contains active links to information about initiatives mentioned here, and Colby's home page serves up a daily menu of stories about the College and its people. I invite you to visit often.

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# FORTY-EIGHT YEARS—AND COUNTING

Carleen Nelson has seen presidents, students, and technology come and go on Mayflower Hill

GERRY BOYLE '78 STORY

FRED FIELD PHOTO

Carleen Nelson had worked as a legal secretary for several years when she left her job to take care of her young children.

"When I decided to come back to work, I didn't want to work for lawyers anymore, because they have so many unhappy people come into the office," she said. "For divorces, for wills, and all these things. Suing people. I didn't want any more of that. I said, 'Well, I'll go up to Colby, if they'll hire me, and it'll be a happy situation.'"

They did, and it has been.

Since 1960.

Alumni, thousands of them, got the fat envelope from Colby admissions from Nelson.

Nelson is administrative assistant to Dean of Admissions and Financial Aid Parker Beverage, one of six deans and/or directors for whom she has worked during almost half a century on Mayflower Hill. During Nelson's time at Colby there have been three presidents (she missed J. Seelye Bixler by a month but knew him well and got to see him speak at commencement when her son, Chappy Nelson '82, graduated). When she started there were 12 buildings on the new campus, men and women lived in separate dormitories complete with house mothers, and women's sports were restricted to activities deemed appropriate—like archery.

Nelson, who is as diminutive as she is energetic, is a repository for volumes of Colby history, nearly all of which she keeps in her head. After agreeing to an interview request from *Colby*, she typed out a few facts and anecdotes from her mental archive. Her report is succinct and precise:

"I watched Eustis Building being built before the Office of Admissions moved there. Physical plant men moved the furniture. There were no

computers, so vital information about applicants was kept on 3x5 index cards. I remember typing 50 notification letters per day, making carbon copies for the files."

Nelson remembers the first time she was confronted by a computer. She was on hand for the first appearance of the electric typewriter, too, and neither innovation left her flummoxed. She credits her excellent commercial course teacher at Bridgton (Maine) High School, where she was taught typing, bookkeeping, record keeping, and Gregg shorthand, which she loves to this day.

Last summer, Nelson's high school class (1947) had its 61st reunion, which she organized. There were 23 in the class, but the number has dwindled to 12, she said.

Four years out of high school she married Fred Nelson and they moved to Connecticut. But after four years she missed Maine, so they bought a dairy farm in Clinton, eventually milking 50 cows. They stopped actively farming after a tornado destroyed their barn, and Fred went to work for Ethan Allen Furniture, in Burnham, the next town over. Fred Nelson passed away in 1995, but Nelson still lives on the farm, with her three children nearby.

"I'm a great-grandmother," she said. "Write that down. I'm proud of that."

Nelson is active in the Brown Memorial United Methodist Church in her town and, as international-student coordinator for Colby admissions, she handpicks a Colby student to speak to the church women's group every year. "The latest person that I took was a young man from Afghanistan, Qiam [Qiamuddin Amiry '09]," she said. "They loved him. And Joerose Tharakan ['08]. She was a big hit. Every year I try to take some. I bet I've taken forty kids."

She remembers students, and students remember Nelson. A Japanese alumnus sends news of his college-age children. When he was at Colby, Nelson and her husband took him to the coast for a lobster dinner. Once, in May, Nelson drove him to an apple orchard to see the blossoms. "He's never forgotten these things," she said.

An alumna from the Class of 1964 still sends her a Christmas card.

Nelson was in admissions as the political climate changed on campus and in the country, and she remembers demonstrations with students circling Eustis "shouting and ranting." Students even occupied the building. "They were sitting all over the floor," she said, "and all the other secretaries, they were scared to death. I said, 'These kids aren't going to hurt you.' But they were afraid so they closed their doors. I left mine open. They sat down and I would step over their legs."

It's not been all work for Nelson. She's traveled, with friends, all over the world, hitting six continents and many countries: Nepal, Peru, India, China, New Zealand, South Africa among them. But she has no plans to retire. "If I didn't feel I was contributing, I wouldn't be here," she said. "When the day comes that I feel I'm not up to it, then I'm out of here. But I still feel I have the energy of a thirty-year-old woman."

Beverage, her current boss, can attest to that. He waxes about Nelson's legendary reliability, her quickness to master new computer software, her efficient handling of government documents relating to international students, her help in prioritizing his own tasks. "She knows when I've got to really attend to something," Beverage said.

"I'll miss her immensely," he said, "—if she leaves before me."

Carleen Nelson with Parker Beverage, dean of admissions and financial aid.









# Rafts of Research

A chance for students to leave the lab and strut their stuff

GERRY BOYLE '78 STORY

FRED FIELD PHOTOS

Lining the walls of the downstairs meeting room at Crab Apple Whitewater one recent morning hung, as expected, action posters of life-jacketed paddlers vaulting through Kennebec River rapids.

And upstairs? "Determination of the Mechanism of Cytotoxicity of Epichlorohydrin." "Synthesis of Organic-Soluble Oxacalix[4]arenes and their Applications as Molecular Tweezers." And dozens of other displays of Colby students' summer research.

Of course.

The occasion was the first Colby Undergradu-

ate Summer Research Retreat, an interdisciplinary event that gave some 60 Colby students and faculty—with keynote speaker David Bodine '76, a noted research scientist at the National Institutes of Health—a chance to get out of the lab to present and discuss their work.

"It's a way to celebrate research across all disciplines," said Kevin Rice '96, assistant professor of chemistry and organizer of the event.

The celebration included a day running the Kennebec with rafting guides from Crab Apple (co-owned by Rob Peabody '96). But Rice said the research was first and foremost in students'

minds. "It wasn't just, 'Hey, we get to go play,'" he said. "It was, 'Our posters—how should we do this?'"

With students and faculty on hand from eight departments, from biology to economics, presenters had to be ready for questions from different perspectives. And some who had presented to faculty had a new experience presenting to other students for the first time. "I thought it was nerve-racking in front of your peers," said Megan Watts '08, a biology major/chemistry minor who was just weeks away from beginning medical school at the University of Vermont.



Like all of the researchers, Watts seemed to carry off her presentation, "Cell Cycle Effects on the Cytotoxicity of DNA Cross-linking Agents," with aplomb. The idea, said Rice and other faculty members on hand, is to give students experience that will carry over into their professional lives. "The more you present your research, the more polished it becomes," Rice said.

Bodine, who regularly taps Colby as a source for both interns and scientists to work in his genetics and molecular biology lab at NIH, said he was impressed by the body of the students' research, their oral skills—and their enthusiasm.

"If they can sustain that through graduate school and into their postdoc teaching, that's a real asset," he said. "It can't help but energize you to see how enthusiastic they are."

Bodine was moved to write a note to the group after the sessions.

"After having 15 Colby alums in the lab and watching them outperform students trained at other schools like Stanford, MIT, Duke and Yale, I am no longer surprised that Colby students are getting the opportunity to do important research," he wrote. "However, I continue to be impressed with the selection of important projects to work on, the focus on a specific question and the application of state-of-the-art instrumentation and techniques to solve them."

And the research is important—and real. Topics at the symposium ranged from examination of the molecular action of cancer-causing agents to human-robot interaction, from a study of the effectiveness of an actual violence prevention program for preschoolers to the economic effect of Waterville-area hospitals.

Julie Millard, Dorros Professor of Chemistry and mentor to several researchers working in her

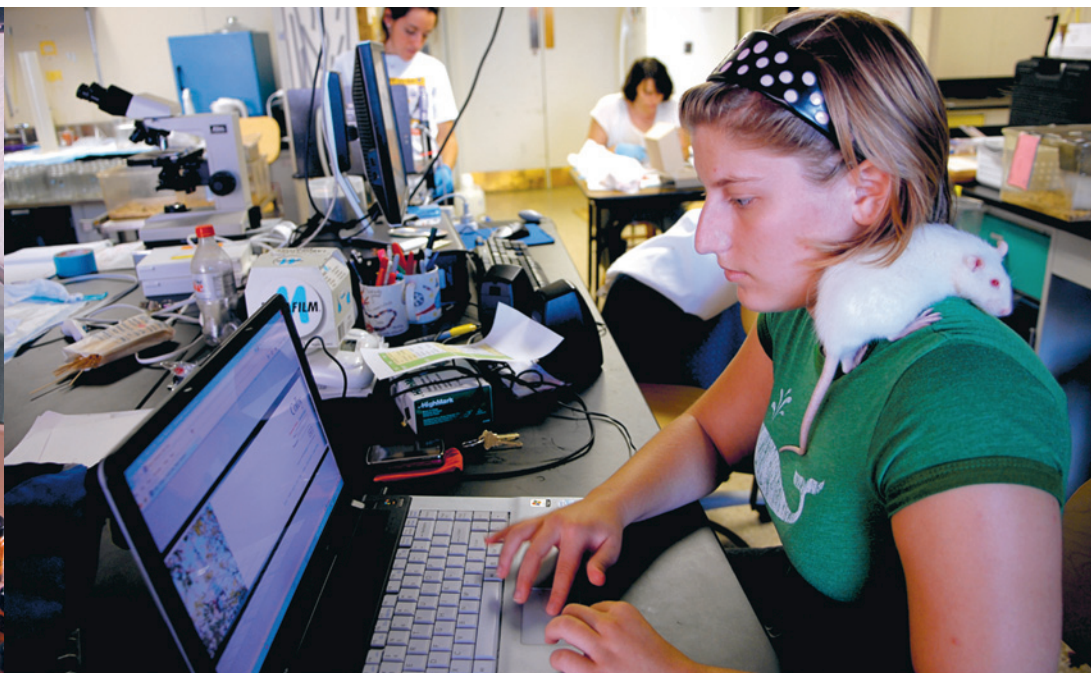
lab, said long-term projects are passed on from graduating students to underclassmen so the work can continue. "It's really a team," Millard said. "I may be the captain of the team, but everybody has a big role and their own strengths."

Those strengths—from perseverance in the lab to presentation skills later—carry over after Colby, students and faculty said. Watts, who is eyeing pediatric oncology as she heads off to medical school, said her research taught her critical thinking skills—and exposed her to the rewards of hard work.

Add communication skills, and the ingredients are there for success in science or other fields.

"I can rattle off twenty-five students who have gone on for their Ph.D. or M.D./Ph.D., who have gone on to do wonderful things," said Professor Frank Fekete, then chair of the Biology Department. "This [symposium] will only enhance that."

Facing page, student researchers career over rapids on the Kennebec River, taking a break during the Colby Undergraduate Research Retreat in The Forks, Maine. Below, from top left, Duy Lyford '10 works in the laboratory at Colby as part of a study of the effect of stress on rats' behavior; Jennifer Corriveau '10, with a lab pet on her shoulder, studies data collected in her study of the effect of choline on rats' cognitive ability; Thora Maltais '09, right, and Nicole Schmidt '09 work with liquid nitrogen in the inorganic chemistry lab.









# MADE TO ORDER

For Marybeth Lubber '96, CEO seat is a perfect fit

BARBARA WALSH STORY

PETER DaSILVA PHOTO

How does an international studies major who never took an accounting or finance class end up as a CEO?

Ask Marybeth Thomson Lubber '96 and she'll tell you: by pursuing her passion and taking risks.

At age 34, Lubber is chief executive officer of Archetype Solutions, a San Francisco company that offers consumers customized clothing based on their body sizes and preferred styles.

Lubber's role as leader of the California business comes just three years after she began working at Archetype Solutions. Said Steve Campo, who hired Lubber: "You never know how someone is going to perform when they're in the CEO seat, but Marybeth has exceeded our expectations. The sky is the limit for her."

Most college graduates have little chance of becoming a CEO before they turn 35. Lubber is an anomaly.

After interning with an investment bank that specialized in helping Latin American businesses, Lubber searched for a permanent job. A British citizen born in Bermuda, she sought work with a large American company that would offer her a visa.

A Colby alum in the investment industry assisted Lubber in getting a job at Chase Manhattan.

For the next five years, Lubber worked 80-hour weeks in London, New York, and, eventually, San Francisco.

"I didn't have a weekend off for the first year," she remembers. "But I think it's super important to work hard the first few years out of college."

After adding an M.B.A. from the University of California, Berkeley, Lubber looked for a company that she could help shape and grow. When she learned that Archetype Solutions had an opening for a director of finance and development, Lubber aggressively pursued the job.

Even though she had the credentials, Campo, Archetype's president in 2004, warned Lubber that it was an uncertain time for the custom-clothing company. Archetype, Campo explained, was in the midst of raising venture capital.

"Not knowing where we were going to raise additional money made it very risky for Marybeth," Campo said. But things fell into place: the capital

was obtained and Lubber was hired. Once on board, Lubber went beyond her financial duties to get involved in the company's marketing.

No surprise, say those who know her best.

Lubber, says Patrice Franko, Colby's Grossman Professor of Economics, is well suited to running a company. "She is a problem solver," said Franko, who taught Lubber in a Latin American economics class. "Marybeth is very good at building relationships. She wants to come up with innovative solutions, but she wants to do it collaboratively with others."

Archetype's core business provided custom clothing technology for companies like JCPenney and Lands' End. Lubber believed Archetype should do more than sell its technology; she wanted the company to create its own customized clothing brand.

"I had been traveling in Asia and sort of became obsessed with how countries like Thailand offered customized clothing. I thought, 'Why can't the U.S. create clothing that is affordable and custom-made?'"

Not long after she took on the role of Archetype's CEO, in 2007, she created *indi*, a subsidiary that offers custom-made jeans through a Web site, [www.indiDenim.com](http://www.indiDenim.com), and, launched this fall, custom-made dress shirts through [indiTailored.com](http://indiTailored.com)

"For the consumer, it's great. They can design their own jeans from scratch," Lubber said. "A lot of consumers make compromises in jeans; they're either too big in the waist or they end up squeezing into them."

Men can order custom dress shirts in a variety of styles and fits. Shirts start at \$79.99. Jeans are \$135, "which isn't that bad when premium jeans go for \$150," Lubber said.

The *indi* business is doing well with minimal marketing, Lubber says, and sales goals are within reach. "If we sold 10,000 jeans this year," she said, "I'd be really happy."

In between leading her company and coming to work, "where I blink my eyes and the day is over," Lubber enjoys weekends off, biking along the Golden Gate Bridge or snowboarding down the mountains of Lake Tahoe.

She also muses about how an international studies student ended up in the clothing industry.

"Life," she said, "can take you interesting places."

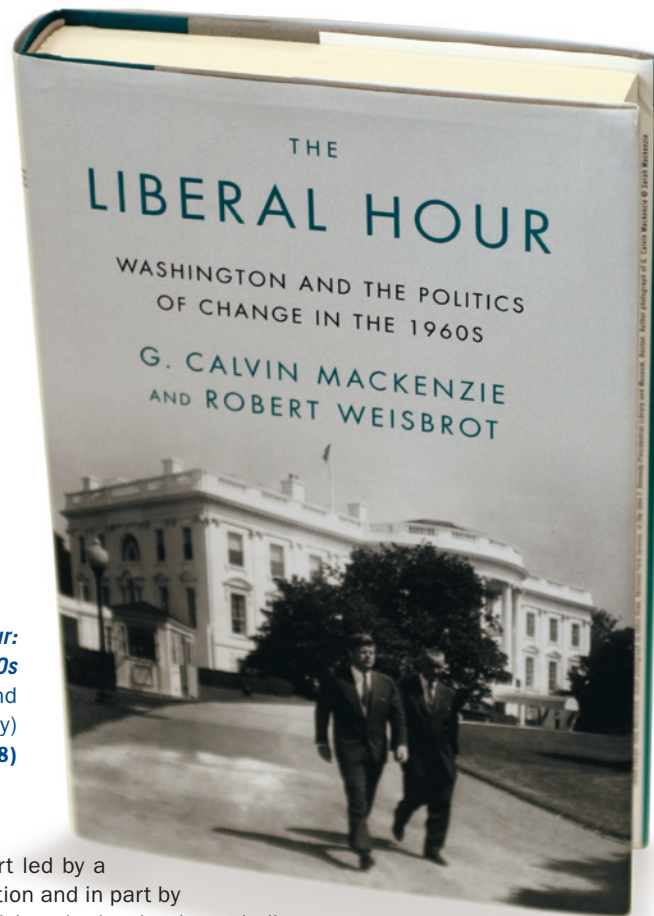


# Power Play

WEISBROT AND MACKENZIE REEXAMINE THE 1960S AND FIND THAT CHANGE MAKERS WEREN'T ALL IN THE STREETS

RICHARD M. PIOUS '64 REVIEW

*The Liberal Hour:  
Washington and the Politics of Change in the 1960s*  
**G. Calvin Mackenzie** (government) and  
**Robert Weisbrot** (history)  
The Penguin Press (2008)



In *The Liberal Hour* G. Calvin Mackenzie, Goldfarb Family Distinguished Professor of American Government, and Robert Weisbrot, Christian A. Johnson Distinguished Teaching Professor of History, have combined their skills to provide an intelligent and lucid history of liberal politics in the 1960s and an incisive exploration of the governmental mechanisms in Washington, D.C., that allowed (after wrenching internal adjustments) and, indeed, guided extraordinary social and economic changes.

Their argument is ingenious.

The 1960s was a time of extraordinary prosperity (family incomes had doubled since the end of the Second World War) and mobility (families were moving up socially and out from the central cities into the suburbs).

The good times were accompanied by problems that had not yet been resolved: prosperity had not yet reached everyone, racial and gender discrimination remained pervasive, the schools bulged with the boomers, and the environment was being despoiled. The politics of

the 1960s, in part led by a liberal-labor coalition and in part by the civil rights activists, had as its theme individual self-realization and freedom.

Yet the cultural changes of the 1960s, the authors argue, were not the main story of the decade. Instead, it was the professionalization of reform in the nation's capital, led by social scientists, activist lawyers, career officials, and the journalists and other opinion leaders who mobilized public opinion and, more importantly, elected politicians to solve national problems.

For the first time in our nation's history (with the possible exception of Hamilton's economic

program), government action was due primarily

to felt needs of those within the national government rather than because of entrenched interest groups, state and local party leaders, or grassroots movements.

Changes in Congress (revamping the Rules Committee) provided an opportunity to move forward with a liberal agenda. A brief change in party dynamics, with the defeat of Goldwater and the election of more Democrats to Congress, gave President Johnson the opportunity to complete the Kennedy agenda and pass his

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## For Colby Colleagues, Collaboration is Part of an Ongoing Conversation

*The Liberal Hour* marks the first time Cal Mackenzie (government) and Rob Weisbrot (history) joined forces for a writing project, but it is not their first collaboration.

"In many ways this book is just a phase in a conversation that has been going on for decades, which most importantly took place in the courses we taught together," Mackenzie said.

The effort that produced what historian and author Doris Kearns Goodwin '64 calls "a riveting narrative of one of the most fascinating decades in American history" was a natural extension of their professional lives at Colby, which included co-teaching a course on modern American liberalism.

In fact, when Weisbrot was first approached about contributing to the series, he immediately went from his office in Miller Library to Mackenzie's office, then down the hall.

Within a day, the book was taking shape.

"He came back and he said, 'What we need is a very finely honed topic,' recalled Weisbrot. "'Not a big topic, but something that's very sharply defined.' He suggested the Sixties. Of course that's something we both worked on at so many levels over the years. And then he suggested what I think is the central argument of the book. It really came down to 'The Insiders Did It.'"

And then they set to arguing their case.

Mackenzie said he has co-written before, sometimes with the coauthors alternating chapters and tacking them together at the end. Not this time.

Weisbrot and Mackenzie, on sabbatical in New York and China respectively, exchanged e-mails for six months. Back at Colby they enlisted student researchers and began the painstaking process

of crafting their analysis of what Weisbrot calls "one of those great moments in American history, where the people were demanding things of government and people [in government] were ready to act."

The process included assigning topics and material for each chapter. They commented extensively on the other's drafts until their thoughts and writing essentially became one. "I was reading through the book the other day, because I have to do a reading, and it was pretty hard to remember, 'Did I write that or did Rob?'" Mackenzie said.

Not that their approaches are similar. Weisbrot jokes about his angst-ridden view of the writing process: "It's basically hell on earth."

But Mackenzie said they were "the perfect couple to do this, because I wanted to get it done and Rob wanted to get it right."

Added Weisbrot, "As Cal would remind me from time to time, it would be valuable to publish this work in our lifetimes."

In the end they pushed each other to hone their arguments, and they left sections that did not stand up to the other's scrutiny on the cutting-room floor. Mackenzie said Weisbrot was skeptical about the theory that suburbanization was beneficial to liberals and Democrats. "I had to keep going back to it and doing the research and sharpening my case and make that argument stronger," Mackenzie said. "If I had been doing this on my own, that argument would not have been as effectively made."

Weisbrot said the process was no different from the preparation the two do when teaching. "Our business is testing arguments, sharpening arguments, forcing students to make a better case, and leading them more and more deeply into a subject," he said. "When we were doing the book, the same thing came into play. ... We both had the same sense that the more we were tested, the better." —Gerry Boyle '78

own. Changes in the judiciary (new appointments to the Supreme Court) led to judicial activism as well as to reapportionment of state legislatures and Congress that would erode the power of conservative rural districts.

But it was a liberal "hour," the authors argue, because of the cognitive limits of Washington-based expertise. Whether it was the war on poverty or the war in Vietnam, the "best and brightest" overreached, and their good intentions were not always matched by good results. Eventually the money ran out as the war drained the coffers, and Great Society programs were in for retrenchment. Similarly the war drained Johnson of political capital, and Nixon was narrowly elected with an agenda quite different from that of the liberals.

Much of this story has been told elsewhere in bits and pieces, but Weisbrot and Mackenzie have put it all together in a masterful synthesis so we see how each social and economic change results in new demands, how those demands stimulate both outside protest movements and

insider politics, and how the insiders are able to respond with institutional changes and substantive policy. Especially useful are thumbnail sketches of many of the unsung policy entrepreneurs in the cabinet and the middle levels of the administration, such as Wilbur Cohen and Robert Lampman. Nothing actually happens without dedicated men and women who combine a passion for justice and fairness with the expertise about governance necessary to move the nation.

One aspect of the story usually not mentioned at all (or else given short shrift) is covered here comprehensively, and that is the environmental depredations and the response in the late 1950s through the late 1960s. Analyzing foreign affairs, the authors similarly go beyond standard treatments. For example, they expertly handle Johnson's decision to escalate the war in Vietnam, and they put it into the context of liberals' belief in the beneficence of American power.

Mackenzie and Weisbrot provide a healthy dose of skepticism regarding two truisms.

First, they claim that the influence of social movements on national policymaking is overrated. In this effort, one suspects they would probably have agreed with Hillary Clinton, when she pointed out that without LBJ's efforts there would have been no Civil Rights Act or Voting Rights Act, rather than with her critics, who claimed that she was minimizing the key role of Dr. Martin Luther King Jr. and "the Movement." In a chapter mainly devoted to civil rights, the authors link the social movement on the outside with the gamesmanship of Kennedy and Johnson on the inside, and they come up with a balanced account, giving credit where it is due but also pointing out that subsequent violence in cities (due to police brutality during "long hot summers" and after the assassination of Dr. King) significantly eroded white support for civil rights initiatives.

The authors also are skeptical about the expertise of the policy entrepreneurs in domestic wars (such as the war on poverty) and foreign wars (such as Vietnam). The experts did

Watch Cal Mackenzie and Rob Weisbrot talk about the Sixties and JFK.  
[www.colby.edu/mag](http://www.colby.edu/mag), keyword: jfk





not always have good data, they relied on untested theories, and, once legislation was passed, the White House and Congress gave issues involving implementation little attention, at least until backlashes in public opinion caused legislators to reduce or drop their support for Great Society initiatives.

There were two places in this book where I wished the authors had gone deeper. First, in the discussion of the Cuban missile crisis, their account does not delve into the question of whether Kennedy made an explicit deal with Khrushchev that removal of the missiles in Cuba would be followed by removal of American missiles in Turkey and Italy or whether Bobby Kennedy simply left it as a vague commitment. The answer would help us to understand whether the crisis was settled through crisis management involving the credible threat of force or through political horse trading after crisis management methods failed.

Second, in discussing Johnson's escalation of the Vietnam War, the authors do not examine whether Johnson's policy involved incremental escalations resulting in a "quagmire" or whether he deliberately deceived the American people (and Congress) by deciding on a massive escalation over the summer of 1965 and then implementing it in a series of small

We see how each social and economic change results in new demands, how those demands stimulate both outside protest movements and insider politics, and how the insiders are able to respond with institutional changes and substantive policy.

steps. Is a president deceived as events unfold, or does he create the deception? This is a central issue in the study of the presidency, as we are reminded when trying to assess George W. Bush's decision making about weapons of mass destruction in the run-up to the war in Iraq.

These quibbles aside, this is a splendid work and an absorbing read. *The Liberal Hour* gives us both the macro-trends of America in the 1960s and the microanalysis of Washington policymaking in one coherent narrative that truly defines the promise of American liberalism—and explains why the liberal hour was cut short.

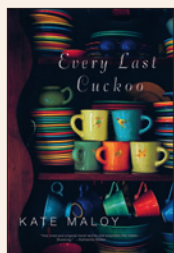
Richard M. Pious '64 is the Adolph and Effie Ochs Professor of American Studies at Barnard College.

## RECENT RELEASES

### *Every Last Cuckoo*

**Kate Maloy '67**

Algonquin Books of Chapel Hill (2008)



A love story that spans a lifetime, this novel is told through Sarah Lucas, 75 and newly widowed. The story ranges from the revisited past, when love was tender, to the present, when Sarah's newly empty home becomes a haven for an unlikely but rejuvenating group of displaced relatives and acquaintances. Maloy's novel moves with purpose and grace, and it ultimately finds its way to the place where memories meld to tell us who we are and even leave us in wonder.

### *Branding Only Works on Cattle*

**Jonathan Salem Baskin '82**

Business Plus (2008)

What do the GEICO cavemen and the Burger King mascot have in common? They don't work, says branding expert Baskin. In this provocative book Baskin rattles the foundations of marketing, saying the millions of dollars spent on creative and cool advertising may be money wasted. What does work? Not catchy taglines, but careful consideration of consumer behavior and marketing strategies that affect it, from distribution to customer service. "Clearly Baskin is onto something," said *Advertising Age*.

### *Great Ancient China Project You Can Build Yourself*

**By Lance Kramer; illustrated by Steven Weinberg '06**

Nomad Press (2008)

A handbook that teaches readers 9 and up about ancient China—and offers projects from building a Chinese compass to how to construct a house with proper feng shui.

### *Fisherman's Bend*

**Linda Greenlaw '83**

Hyperion (2008)

Adventure number two for Greenlaw's mystery-solving heroine, Jane Bunker, who has a knack for unearthing trouble—even on the high seas. This time the adventure begins with a lobster boat circling with no one aboard, more than enough to pique investigator Bunker's interest—and to net the reader.

### *Carlos Is Gonna Get It!*

**Kevin Emerson '96**

Arthur A. Levine Books, Scholastic (2008)



In this novel for young adults, former school-teacher Emerson, also the author of the Oliver Nocturne young-adult series, paints a poignantly real portrait of seventh-grade pariah Carlos and his classmates' scheme to make him pay. Narrator Trina has qualms, though, and when the plan goes awry there are lessons to be learned for those who are ready.

### *Sophocles Electra*

**Hanna M. Roisman (classics)**

Focus (2008)

Roisman's latest is a fresh and contemporary translation of the Greek tragedy about matricide. Included are extensive notes that put the play in the cultural context of its time. Roisman notes that, though this was the first play she read in Greek, each reading provokes, challenges, and intrigues her. This book is intended to do the same for students and non-academics.

# JOURNEYMAN

FOR THE RED SOX FRONT OFFICE,  
KEN NIGRO '60 IS THE GO-TO VETERAN

KEVIN ROUSSEAU STORY

MARY SCHWALM '99 PHOTO



Ken Nigro '60 with *Boston Globe* columnist Dan Shaughnessy at Fenway Park.

His Boston Red Sox business card says he is "Consultant-Director, Fantasy Camp/Cruise." But don't let the card fool you. When it comes to Major League Baseball, Ken Nigro '60 is plugged in.

"He completely hides how connected and influential he is," said Charles Steinberg, former Red Sox executive vice president for public affairs, now with the Dodgers. "He's like the wealthy woman who dresses in rags because she doesn't want you to know she's rich."

Nigro's riches have come over a long baseball career, half of it spent covering the sport as a writer for the *Baltimore Sun* and half spent working for the Baltimore Orioles and Red Sox.

"He's been a jack of all trades in the baseball world for many years including spring training, fantasy camp, media relations, public relations," said Larry Lucchino, Red Sox president and chief executive officer. "He's a seasoned veteran."

Like the old-timer in the bullpen, Nigro is the wise sage in a front office known for its youth. In fact he's been around baseball as long as many of his Red Sox colleagues (including Galen Carr '97 and Brian O'Halloran '93) have been alive.

"I've been fortunate to be around some of the greats, like Earl Weaver, and to see players like Koufax, Mantle, and Mays," Nigro said.

And it almost didn't happen.

Nigro came to Colby from New Jersey as a 100-pound asthmatic freshman, hoping to benefit from Maine's clean air. He put on 40 pounds, he recalls, and was in the minority for the time as a guy who didn't join a fraternity. ("They called us GDIs. Goddamn Independents. We were like outcasts," he said, during an interview in the press box at Fenway Park.)

He majored in Spanish, which still comes in handy when he works at Red Sox camps in the Dominican Republic, but back then he was unsure what to do after graduation. Ironically, a

failed job interview set him on the right course.

Nigro was interviewing at an insurance company in New Jersey when the interviewer stopped him. "He said, 'You don't want to work here. Let me ask you something. If you could do one thing that you wanted, what would you do?'"

Nigro remembers his reply, "I have some interest in maybe becoming a sportswriter," he said. The interviewer countered with, "Then why don't you do it?"

He did, first at the *Long Branch* (N.J.) *Daily Record* and the *Hagerstown Morning Herald* before landing a job at the *Baltimore Sun*. He stayed for 17 years. "I was doing what I wanted to do," Nigro said. "I would wake up every morning and couldn't wait to get to work."

And Nigro was a great reporter, said *Boston Globe* sports columnist Dan Shaughnessy, who started his career at the *Sun* in the 1970s. In fact, to this day, Shaughnessy credits Nigro with teaching him the core values of his craft.

"He was fearless and not afraid of the consequences of what people would think," Shaughnessy said. "He would protect sources." And the veteran offered his protégé valuable advice: "Never touch the players' food, respect their space, don't become buddies with them."

In 1982, after a dozen years covering the Orioles, Nigro literally joined the club, in public relations. After a year with the Orioles, he went to work for George Steinbrenner as the New York Yankees' director of public relations. In 1984, like a journeyman ballplayer, Nigro returned to the Orioles, and when Larry Lucchino and Charles Steinberg left the San Diego Padres for Boston, Nigro joined them.

"He has a certain track record of reliability, and he's a source of a lot of general ideas with regard to on-field and off-the-field activities because he's been around the game for thirty-five years," Lucchino said.

The secret to longevity, as in life, may be finding your calling and sticking with it. "It's what I've always done," Nigro said, as the game got underway on the Fenway green below.

## FOOTBALL'S NEW START

It was an auspicious start for the Mules at the Harold Alfond Stadium as Colby upset Middlebury, the 2007 New England Small College Conference football champion, 24-19, in the first game played on the new synthetic turf field, Sept. 27.

The \$6-million project includes a Field Turf surface, identical to the field the New England Patriots play on in their home stadium, an upgraded NCAA-standard track, new lighting, and raised embankments to reduce wind.

The new facilities are named for the late Harold Alfond, renowned philanthropist and Colby benefactor.

The new surface, which was designed to accommodate soccer and lacrosse as well as football, is expected to reduce injuries and reduce maintenance costs. But it also may have some Colby mojo.

Coming off what could have been a dispiriting loss at Williams, Colby came back with a vengeance against Middlebury.

Colby led from the outset, eventually opening up a 24-6 lead on a balanced rushing and passing attack and mistake-forcing defense. Middlebury rebounded in the final 10 minutes, scoring twice, but Colby held on. "It was a great win for our football program," head coach Ed Mestieri told *The Colby Echo*. "Middlebury was a good football team and we beat them in all three phases of the game."

For more fall sports coverage go to [www.colby.edu/athletics](http://www.colby.edu/athletics).