

carroll

MAGAZINE FALL 2012

INSIDE

New Frontiers in American Politics

Creed, Code, Culture and Crocs

Robo Surgeon

EWB in Guatemala



SADDLE UP FOR HOMECOMING SEPTEMBER 21-23, 2012

HAVE YA HERD?

For Homecoming 2012, we're heatin' up the branding irons to round-up more fun than 100,000 head of laughing Longhorns.

Steer into the world-famous Homecoming tailgate, then we'll watch our Saints boot the Mountaineers of Eastern Oregon at the Nelson Stadium football rodeo—Yeeehaaaa! Ride 'em Halo!

After the game, we'll be rustlin' up our Carroll alums some tasty BBQ from the chuckwagon as y'all gather round the campfire to meet our new 10-gallon president from Austin, Texas, Dr. Tom Evans.

2012 SCHEDULE OF EVENTS

FRIDAY, SEPTEMBER 21

- 4-6 p.m. **Saints Roundup**—Welcome reception and check-in. Meet up with classmates, visit with faculty past and present, and enjoy complimentary appetizers and no-host beverages. Campus Center
- 6 p.m. **Hall of Fame Banquet**—Celebrate with fellow alumni and friends. Campus Center, \$35/person
- 8 p.m. **Pep Rally** on the steps of St. Charles Hall

SATURDAY, SEPTEMBER 22

- 9 a.m. **Mass** at the Grotto with Fr. Marc Lenneman
- 10 a.m. Join us after Mass in the Campus Center for a **cup of joe** courtesy your alumni office, satisfy your cravings at the new Jazzman's Cafe and Bakery and the Saints' Shoppe bookstore, or join the **campus tour** as it departs from the lobby.
- 11 a.m. **Anniversary class year photos** in the PE Center
- 11:30 a.m. **Alumni Tailgate** sponsored by Wingate by Wyndham
- 1 p.m. **Fighting Saints Football** takes on the Eastern Oregon Mountaineers in Nelson Stadium
- 5-8 p.m. **Pitch Fork Fondue BBQ**—Wear your favorite Western garb and welcome Carroll's new president Dr. Tom Evans and his family to their new home under the Big Sky.
\$25/person, \$15/children ages 4 to 10

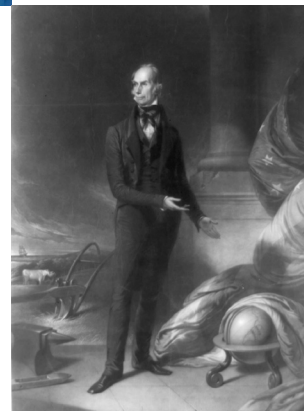
SUNDAY, SEPTEMBER 23

- 10 a.m. **Mass** followed by **brunch**. Campus Center

All class years are called to attend. Anniversary classes include: 2007, 2002, 1997, 1992, 1987, 1982, 1977, 1972, 1967, 1962, 1957, 1952, & 1947

All Hall of Fame and Pitch Fork Fondue tickets must be pre-purchased.

www.carroll.edu/alumni



On the cover: *Symphony Under the Stars* photo
courtesy Blackfoot Media Group/Gary Marshall

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CARROLL MAGAZINE

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Carroll Magazine welcomes letters to the editor. Tell us what you think of the magazine and its articles—we'll print letters in the next edition of Carroll Magazine.

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Located in Helena, Montana, Carroll College is a leading Catholic, diocesan liberal arts and pre-professional four-year institution. The college's mission is to provide its 1,500 students an academically rigorous, affordable education incorporating service outreach and study abroad. Carroll is nationally ranked and award-winning for its academic quality and outstanding programs, including pre-med, nursing, civil engineering, natural sciences and mathematics.

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FROM THE PRESIDENT

Dear Carroll Family,

In this, my first introduction to an edition of the *Carroll Magazine*, I would like to share with you how gratifying it is to serve as the sixteenth president of Carroll College. My family and I have been welcomed with open arms to Montana, to the wonderful and beautiful city of Helena and into the tremendous Carroll community. It is with great appreciation for the history and traditions of Carroll that I assume my new role, mindful of the remarkable work of my predecessors and those who have labored to provide transformational learning experiences at the college for over 100 years. That work has distinguished Carroll in wonderful ways, such that our learning community has been recognized by *USNews & World Report* in the top position in the vast West, with this recognition extended to both our quality and value. Entering the presidency at the top college is an enviable position for any president to assume, and I am grateful to everyone who did the work to establish Carroll as an educational leader of this magnitude. It certainly sets the stage for success and fills me with optimism—which is contagious in this campus community.

The college's positioning is perhaps even more enviable when one considers the accomplishments realized in the few months since my arrival. For example, Carroll received a grant of one million dollars from the Howard Hughes Medical Institute (HHMI) to research disease and increase the real science our students and professors are doing, all with the aim of safeguarding human health. Recently, *Forbes* magazine listed Carroll in the top 200 (our spot is actually #152) of all colleges and universities (including all master's and doctoral-granting and research institutions) in the country. This ranking was based on measurable data, such as student satisfaction, freshman to sophomore retention, debt loads of graduating students and graduate success. Meanwhile, spiritual development and social justice work has continued strong, both on campus and far beyond. Campus Ministry, Engineers Without Borders and the Carroll Outreach Team have all sent students out into the world to serve and change their own view of what loving our brothers and sisters really means. Accolades and high achievement also continue in Athletics, with the Fighting Saints winning a third-consecutive Bandy award for the most athletic success in the Frontier Conference. All of this, and far more, validate why we love Carroll and hunger always to live its mission in each our own way.

I am equally happy to report that mapping Carroll's future success is already underway. Beginning upon my June arrival, the Carroll community launched new strategic planning efforts through community forums and retreats, where we shared ideas and dreams about our college's future and its core values. Our work will continue throughout this year to create a new vision for the future while laying out strategic imperatives for the college to move forward and adapting to new challenges and opportunities we face. Current plans are to bring ideas to the board of trustees as early as this November, following what promises to be a great celebration of Carroll.

That celebration, which I am eagerly looking forward to, is the inaugural surrounding, most appropriately, Founder's Day weekend, November 4 and 5. While the inauguration sees the formal installation of a new president, it really is our chance to be thankful for Carroll's past, present and future. That hopeful history is embodied in the inaugural theme, "Vitae," which means "For Life" and derives from our college motto, "Not for school but for life." I would like to personally invite all in our community to return to celebrate the college's extraordinary life and our own lives intertwined with it. An academic symposium, a literary festival and more will surround the inaugural ceremony, and all of these gatherings will communicate "Vitae" in a powerful way.

Thank you for welcoming me to Carroll, for your work to make Carroll one of the best colleges in the country and for the contributions you are making so that our students can achieve all they desire and hope for in their lives, and for life. Vitae.

All the best,
Thomas M. Evans, Ph.D.



VITAE



FOR LIFE

The Inauguration of

Thomas M. Evans

Sixteenth President of the College

November 4-10, 2012



This November we mark the inauguration of Thomas M. Evans as the sixteenth president of Carroll College. We welcome you to a week filled with inaugural events designed to introduce our new president and to honor the traditions and life of the college.

Public Events

MONDAY, NOVEMBER 5

8:30–11:30 a.m. **ACADEMIC SYMPOSIUM**
How a liberal arts education translates to modern life—distinguished alumni discuss the impacts of their Carroll experience
Campus Center

2 p.m. **INAUGURAL CEREMONY**
Physical Education Center
A reception will follow in the Campus Center.

THURSDAY, NOVEMBER 8

CARROLL LITERARY FESTIVAL
KEYNOTE SPEAKER: Paula Marks, PhD
historian of the American West
Campus Center

SATURDAY, NOVEMBER 10

9 a.m. **COMMUNITY MASS AT THE GROTTO**

10 a.m. **FIGHTING SAINTS TAILGATE**
A party for the Carroll family, neighbors and friends before the Saints take on the Dickinson State Blue Hawks.
Outside Nelson Stadium, southwest end

www.carroll.edu/inauguration

New Frontiers in American Politics

By Dr. Jeremy Johnson, Carroll Assistant Professor of Political Science

The gregarious Tip O'Neill, a congressional fixture who served as speaker of the House of Representatives in the 1970s and 1980s, was a master storyteller ready with a disarming quotation for every situation, no matter how tense or serious. The pithiest of all was "all politics is local." By that, O'Neill meant that it would be utter folly for a representative to forget his constituents. Yes, national issues are important, and yes, loyalty to the representative's political party is also essential. But at the end of the day, a representative must keep an ear close to the ground in the home district. He or she would need to vote "the district" at crucial moments even if it meant taking a stand against the representative's partisan affiliation—the key to success was picking and choosing when to deviate from the party line to satisfy both voters at home and the political party power-brokers in Congress.

Above all concerns, however, the key to a long and successful career was to bring home the bacon. Getting the funding for roads, schools, dams, hospital construction and all those local projects would bolster the representative's reputation. O'Neill was certain that if a representative adhered to the maxim that all politics



Dr. Jeremy Johnson

is local, he or she most likely could expect a long career in Congress by building a personal brand so formidable that, no matter what the national mood, a member would be in a near-impregnable position. Challengers, no matter how adroit and nimble, would be hard-pressed to exploit any vulnerability since voters knew who had looked after them and brought them goodies in the past. After a long career in Congress, O'Neill appropriately decided to

entitle his memoirs *All Politics is Local*. He was certain that bit of wit was also the elixir any budding national politician had to imbibe in order to prosper.

O'Neill's wisdom, while precisely on target as recently as 20 years ago, is one of those truisms about American politics now upended. The previous two decades have featured higher levels of partisanship and ideological combat while,

continued on page 6

Tip O'Neill, left, and Gerald Ford



Reagan reflected on his relationship with O'Neill by stating, "Our friendship is testimony to the political system that we're part of and the country we live in, a country which permits two not-so-shy and not-so-retiring Irishmen to have it out on the issues rather than on each other or their countrymen."

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at the same time, voters are far less loyal to individual politicians and political party brands, and surveys indicate significant disenchantment among the entire electorate. The upshot of all this is that surly voters are now ready to nationalize every single federal election cycle. Elections held in the 21st century (2002, 2004, 2006, 2008, and 2010) have all been characterized far more by national issues than most 20th-century elections. This year's elections look like they will conform to recent trends.

It has become increasingly difficult for local politicians to remain above the fray and survive when the national mood has soured. Indeed, it can actually be a liability to bring "pork" back to a district. When Senator Ben Nelson negotiated special treatment for his home state of Nebraska in exchange for his vote for the Affordable Care Act (which was eventually dropped in the enacted legislation), his career was sunk. The whole notion of the Affordable Care Act ("Obamacare") was very unpopular with his Nebraska constituents. In this case, getting extra Medicaid money for his state indelibly linked his name with the Obama health care initiative while concurrently making him odious to voters. His disapproval ratings rose so high he refused to stand for re-election in 2012. It is becoming more common for states and localities to refuse federal funds due to ideological disputes and partisan rancor; even five years ago that was simply unthinkable.

What other certainties have fallen to the wayside? A partial list includes:

1. Presidential candidates running to the center in the general election campaign.

At one time, it was largely accepted that whoever captured the median voter would likely win. Now it is seen as far more important to

stoke turnout among the base of "true believers." There are few truly independent voters (despite the increase of voters who register as Independent) and swing voters who are up for grabs. Those who are most likely to be swayed by a campaign targeting the middle ground or who have not made up their minds near election day are also those who know the least about politics and most likely not to show up to the polls.

2. Compromise and bipartisanship are positive traits for a politician.

At one time, the gold standard for a politician was to aspire to be seen as a statesman who transcended the partisan fray. He (they were mainly men) hammered out compromises on the contentious issues of the day by bringing discordant factions together in a truce that enhanced the greater public good. This type of political career was exemplified by the famous 19th-century Kentuckian Henry Clay, "the Great Compromiser," who was involved in both the Missouri Compromise of 1820 and the less durable Compromise of 1850. Abraham Lincoln called Clay, "the ideal of a great man."

Throughout the 20th century, latter-day Henry Clays—former Montana Senator Mike Mansfield and current Montana Senator Max Baucus are often seen as successors—still commanded great respect and could expect long careers in Congress. In 2012, however, Indiana's incumbent US Senator, Richard Lugar, who had made a name for himself during his distinguished 34-year career as an expert in nuclear disarmament, faced a primary challenge from the little known state treasurer, Richard Mourdock. Mourdock ran explicitly against Lugar's statesman-like qualities and promised to not broker compromise and operate in a bipartisan manner, but rather to crush the Democratic opposition. That message resonated; Mourdock crushed Lugar in the primary by 22 percentage points. In vain, Lugar pointed out that he voted more often with President Ronald

Reagan than any other member of the United States Senate, underscoring the point that what made for a good political career in the 1980s—and in Lugar's case even in 2006 when the Democrats did not even bother to field a candidate against the unassailable incumbent—is now pure poison.

3. Americans with higher incomes support Republicans; those with lower incomes support Democrats.

For many years, it was understood that the Democratic Party represented the working man and the Republican Party was the party of capitalists and high-earning professionals. That conceptualization has been fraying for years ever since blue-collar Reagan Democrats provided the votes for Reagan's landslide victories. Especially among white voters, blue-collar and working-class whites have become increasingly inclined to vote for Republicans, while many upper-middle-class white professionals and suburbanites have moved toward the Democrats. Instead of class, it seems that region of the country where a white voter resides is a better determinant for understanding voting behavior.

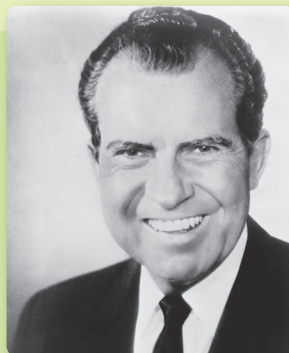
In every single state since good polling data has become available, upper-income whites will still more likely vote Republican than whites with lower incomes *within that state*. However, that rule completely breaks down when comparing voters across states. A low-income white voter in Mississippi or Nebraska is far more likely to vote Republican than a high-income white voter in New York or Massachusetts. In 2012, even the "within state" income analysis of white voting patterns may break down. In a state such as Pennsylvania, we may see lower-income whites vote in somewhat greater numbers for Mitt Romney than higher-income whites (other

Henry Clay



Abraham Lincoln called Clay, "the ideal of a great man."

Richard Nixon



Democrats then spent the next 20 years trying to enact a version of what Nixon had offered: national health insurance by mandating employers to provide coverage.

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CARROLL'S COME A LONG WAY, BABY: THEN AND NOW

Carroll Magazine editors recently cleared a room in St. Albert's Hall of some old promotional materials from 1995, and plenty of laughs sounded the halls when we read off the annual accomplishments from way back then and compared them to the state of the college today. Here are a few highlights of how things have changed and, in some cases, stayed incredibly strong right up to now:

1995

"Carroll is listed among the top five regional liberal arts colleges in the West for value and teaching excellence by *U.S. News & World Report* (Sept. 18 and 25, 1995)"

Today

#1 REGIONAL COLLEGES WEST RANKING and top regional college Best Value School in the West.
U.S. NEWS & WORLD REPORT



1995 100%

of Carroll's 1994 and 1993 nursing graduates passed the NCLEX-RN board exams.

Today

Carroll nursing graduates STILL hold a 100% passage rate on the NCLEX.



1995

"CARROLL'S FORENSICS TEAM has finished first in the Northwest for SIX CONSECUTIVE YEARS."

Today

TALKING SAINTS FORENSICS TEAM
 -22-
 CONSECUTIVE NORTHWEST REGIONAL CHAMPIONSHIPS
 Carroll's is ranked in the top 20 of all colleges and universities of all sizes nationwide.

1995

"The Fighting Saints football team has played in the national championship playoffs six times since 1985. Carroll won the coveted All-Sports Award in 1995 and 1994 for outstanding overall performances in football, volleyball, basketball, and swimming."



Today

Fighting Saints hold a record
 In 2012, Carroll College captured the 6 NATIONAL NAIA FOOTBALL CHAMPIONSHIPS
 Frontier Conference's prestigious Bandy Award for the 10th time.

Student Body

1995: 70% from Montana
 Today: 55% from Montana

1995: 80% received financial assistance
 Today: 95% of Carroll's full-time degree-seeking students receive college-sponsored, state, and federal financial aid.



Longtime Carroll theology professor Father Gene Peoples touched many lives, but at his death in 2005 he likely did not realize he would leave his imprint on a major international corporation. Father Gene provided counseling to many throughout his life. He answered the call this time by spending a weekend offering marriage counseling to John McCarvel (class of 1979). During this session, Father Gene outlined three foundations to a successful union: creed, code and culture.

"I've used this learning personally and professionally ever since. It's the way we live and run our business," says McCarvel, the CEO and president of Crocs.

A creed, Father Gene taught, always begins with "We believe" and describes how you do things in any relationship. The code embodies the rules you live by—what you are really intending to practice daily. The culture is how you make the people in the relationship feel good about what they have invested in it.

"Father Gene shared many values and observations in his daily walk with God," McCarvel says. "He was a very special person to our entire family, my wife and I—we all miss him."

With manufacturing and sales worldwide, Crocs carries the Peoples wisdom wherever it operates. McCarvel himself is an ambassador of sorts, having lived outside the US for 16 of the past 24 years and constantly traveling nowadays to advance Crocs' ventures. Crocs is the seventh largest footwear company on the planet, rising to this status in less than a decade of existence. Garnering awards for having pulled Crocs from the red to soaring profitability, McCarvel attributes the trust built between Crocs' global executives to the solid set of values found in creed, code and culture.

"If you don't trust each other, how can you move forward?" McCarvel asks. "Crocs went from zero to \$850 million in sales in just three years as a company. We went from zero to 60 million pairs of shoes manufactured in that same period. Without trust, we could not have achieved this."

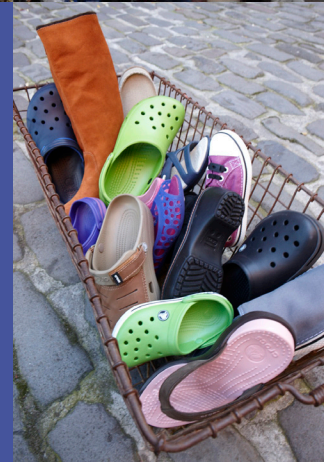
Being CEO of a mega shoe concern was not on McCarvel's mind back when he was studying business at Carroll, or even during his first few jobs. In 1979, heading back to where he'd grown up in San Jose, Calif., he put his degree to work at Westinghouse as an accountant and later as a corporate controller for a high-tech concern. Back then, Apple Computer was just a start-up and Silicon Valley was emerging as a high-tech center. Eager to move on to new challenges,

CREED, CODE, CULTURE ... AND CROCS

By Ashley Oliverio



John McCarvel, CEO and president of Crocs, on the big screen overlooking New York City's Times Square as he rings the opening bell at the NASDAQ on July 31, 2012, to mark Crocs' 10th year. Photo courtesy Crocs.



McCarvel in 1988 headed to Singapore, where US high-tech companies were moving manufacturing. While in Singapore, McCarvel left to start a new division of a US company that was looking to manufacture chemically etched stainless-steel products for the high-tech industry in Asia.

"It was a huge opportunity, since no one else was making these products back then. I learned operations, sales and marketing along with being a general manager," notes McCarvel. "I never felt there were barriers in life or anything I couldn't learn how to do."

From Singapore, it was on to Paris, France, to build a sales and marketing organization for his company, but by this time his family had grown significantly, with a 4-year-old and twin boys. "After being gone for six years, my wife and I felt it would be better to be back in the US, closer to our families and an easier environment for raising our three sons," McCarvel remembers.

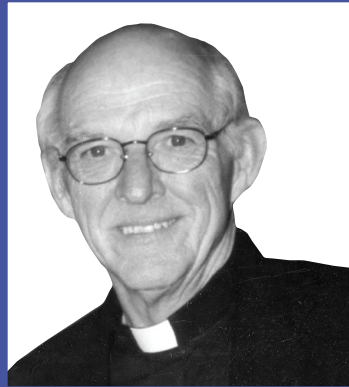
The McCarvels then lived in Boulder, Colo. (1995-1996), where he was president for a new manufacturing operation, followed by three years in Boise, Idaho (1996-1998), where he assisted Micron with the global expansion of one their business units. But travel was still in their blood. McCarvel was hired to lead Singapore-based company STATS (Singapore Technology Assembly Test Services), first as president in the US, and later moving to Singapore in July 2000. The McCarvels remained there for 10 years.

Meanwhile, in the summer of 2004, friends from Colorado who had started Crocs connected with McCarvel to help them find manufacturing partners in China. Back then, Crocs was a small operation with a few products based on an odd-looking clog with a heel strap. Designed in Italy and then manufactured in Quebec, Canada, the patented design was being sold on the streets of Boulder and throughout the US as a shoe for boaters, water enthusiasts and gardeners.

"They felt they had something special, but they couldn't figure out how to grow and monetize it," McCarvel recalls. "They asked me if I could find some manufacturing capacity for Crocs shoes in China. So during a few weekends in the summer of 2004, I drove around towns in southern China and finally found a company that took the product seriously."

Exponential growth was soon in store: during the summer of that same year, Alex Dillard, whose family owned the Dillard's chain, was whitewater rafting in Colorado and spied his guide sporting the rubber clogs. It was love at first sight, and he tracked the shoes down in Boulder, where he immediately offered to carry them in Dillard's department stores. Macy's and Nordstrom soon followed.

By 2005, McCarvel shifted from a consultant role to vice president of Crocs' Asia division. Within a short period of time, he assumed other global roles, and in



Fr. Peoples

"Father Gene shared many values and observations in his daily walk with God," McCarvel says. "He was a very special person—we all miss him."

early 2006 he became Crocs' chief operating officer. He would ultimately be named CEO and president in February 2010.

With McCarvel's rise at the company, so did sales. In 2005, Crocs was distributing 200,000 pairs of shoes a month. In half a year, production was up to a million pairs monthly. Today, nearly 5 million pairs of Crocs roll off the manufacturing lines in China, Vietnam, Italy, Bosnia and Mexico.

"In terms of our size and diversity of products, we don't have a pure competitor," McCarvel points out. "We have over 300 casual lifestyle products for consumers of all ages. We are no longer just a clog company."

However, it has not always been an easy swim for Crocs. During the economic crisis of 2008, shoe sales went through the floor. In one year, Crocs dove from a \$200 million profit to a \$200 million loss. McCarvel and the management team were swift to respond. Crocs cut costs by closing redundant factories and purging bloated inventories while at the same time taking the risk to diversify its range of products.

Under his leadership, Crocs has developed a global business with more than 65 percent of their revenue international. Crocs has built a significant global online business and opened nearly 500 Crocs retail stores (including a flagship location in Boulder), with 100 more worldwide store openings planned for 2013. Crocs products are now four-season, with boots, environmentally and socially conscious surfer-oriented designs, a golf shoe (named a Best New Product at the 2012 PGA Merchandise Show) and a line of comfortable high heels. The original Crocs, however, still account for about 40 percent of the company's revenues. In 2010, the company returned to profitability for the first time since 2007, and in 2011 reached \$1 billion in sales.

Throughout it all, McCarvel made sure Father Peoples came along for the ride with his call for creed, code and culture. Over the years, McCarvel has made social responsibility part of the corporate mission, under the name "Crocs Cares." Crocs has donated more than 3 million pairs of shoes to the poor and recently gave \$1 million to UNICEF for children's aid programs. After the Haitian earthquakes, the company provided over 80,000 pairs of free shoes to a healthcare organization, and in the wake of flooding, Crocs partnered with the Global Aid Network to donate 10,000 shoes to Pakistan. In addition to giving comfort, Crocs have prevented injury and disease from foot ailments all over the world.

The giving came home to roost at McCarvel's alma mater as well: Crocs has donated thousands of pairs of its shoes to Carroll Campus Ministry. Sales have funded a Campus Ministry Headlights program service trip to the Diocese of Helena's Guatemala mission. According to Director of Campus Ministry Programs Colleen Dunne, sales proceeds will also be used to help students pay for a return visit to the mission.

The good work has not gone unnoticed. At the 2011 American Business Awards, McCarvel received the Stevie Award for turnaround executive of the year, based on his leadership of Crocs' return to profitable growth and rise to one of the best-performing stocks of 2010. *USA Today* ran a feature interview with McCarvel in March 2012; that same month, CNN covered McCarvel's role in Crocs' comeback.

Never losing sight of creed, code and culture, McCarvel has known all along that successfully serving customers, shareholders and social causes is not the limit. The people of Crocs must come first. Employees are hired with a mind toward giving them a career, not just a temporary paycheck. Under Crocs Cares, employees are paid time off for volunteering and fundraising for charity. "We try to foster a high-performance environment where employees feel challenged and empowered. If the desire is there, employees are moved up into HiPo (high performance) programs. If you have desire and commitment, we believe you can do anything," McCarvel says.

He can afford his employees this sort of work environment after having experienced "anything is possible" all his life. It started with his family and Carroll education. This includes the life lessons he learned from Father Peoples and other outstanding members of the Carroll family.

"Carroll College has remarkable people: the staff, teachers and students. My education was a very special foundation, both technically and personally, with a well-rounded exposure to different classes and ways of thinking," notes McCarvel. "A liberal education provides you with a foundation to do anything in life. You don't need to stay in one track in life to be successful."

NEW ENDOWED PROFESSORSHIP HONORS THE MANDEVILLE LEGACY

By: Ashley Oliverio



Joan and Ally Mandeville

“Whether they major in finance, economics, business—whatever their major, I hope this opens every students’ eyes and shows them how successful they can be by taking the high road. Joan exemplified this.”

A new endowed professorship at Carroll honors a leading Montana businesswoman and her father, a longtime Carroll administrator and professor. In February 2012, Joan Mandeville (class of 1980) died of breast cancer at age 53. She was in the prime of her career as CEO of Blackfoot Telecommunications, a Missoula, Mont., member-owned cooperative nonprofit focused on technology services for its 20,000 customers. Though a private person, Joan had shared her cancer struggle with her colleagues, who rallied around Joan and her young daughter Ally. After her death, Joan’s friends at Blackfoot were inspired to make a memorial gift in her honor—something that would last and, more importantly, bear her name in a place that held the most meaning for her. That place was Carroll College, Joan’s alma mater, where her father Charlie Mandeville served for nearly 40 years as a professor and, for a decade, as the college’s vice president for finance. His work in the college’s administration heralded expansion of campus grounds and the building boom during the Raymond Hunthausen presidency, which saw the construction of the Campus Center and Guadalupe Hall. Charlie Mandeville died in 1991 and lived on with the establishment of the Charlie Mandeville Memorial Scholarship at Carroll.

Making the newest gift to Carroll in honor of Joan and her dad, the current Blackfoot CEO Bill Squires says, was a journey that required examining Joan’s deepest foundations.

“We thought about what drove Joan personally and professionally,” Squires remembers. “Her keen sense of business ethics, of personal accountability, is what drove Blackfoot, and this remains a core of our operations. With her dad here as a professor, Joan was extremely proud of Carroll College. We decided it would be the right thing to have a business ethics lecture event in her name at Carroll.”

Bringing this idea to Carroll Director of Development Dan Minor, Squires soon was in discussion with Business Department professors Belle Marie and Beth Wilson. What began as a lecture soon grew into much more: a fully funded professorship to



Left to right: Pat and Ally Mandeville and Susan Robinson
Far right: Charlie Mandeville

promote business ethics at Carroll. The professorship will focus on many initiatives, including establishing internships for Carroll students in business fields where they can apply their values-based educations to their work. A yearly, and perhaps more frequent, special guest lecture on business ethics will also take place at Carroll for the enjoyment of both students and the wider community. The Blackfoot gift will also provide funding for a much-needed accounting software course component for all Carroll business students and assist students with the cost of obtaining the expensive materials required to take the rigorous CPA examination. Funding under the gift will also help students participate in accounting competitions and attend professional conferences.

"Whether they major in finance, economics, business—whatever their major, I hope this opens every students' eyes and shows them how successful they can be by taking the high road. Joan exemplified this," Squires says.

"It's really a benefit to our students that they can see companies like Blackfoot really do care about ethics," says Carroll Professor of Accounting, Business and Economics Belle Marie. "Public business ethics lectures are particularly critical in today's environment, and it's important that students and the public attend them."

Joel Block, Blackfoot vice president of customer operations and marketing, adds "Who knows: years down the road, we may have the opportunity to grow with amazing new talent that

will come to us with the values they learned here at Carroll."

With backing by the Blackfoot family that had coalesced to support Joan and Ally during the illness, the organization's board of trustees voted the funds for the gift as a "shared tribute" honoring Joan's legacy. This new Carroll professorship builds on a Mandeville family giving tradition: the existing Charlie Mandeville Memorial Scholarship has been providing Carroll students financial help for many years.

"When I heard about this new gift, I had hoped they would do something about business ethics," says Joan's mother and Charlie's widow, Pat Mandeville. "Joan and her dad both believed in this."

"I can't believe how generous this is," chimes in Joan's sister, Susan Robinson, who is now mother to 6-year-old Ally, a first grader at Helena's Hawthorne Elementary. Charming and expressive, with a contagious joyful smile sparkling with newly emerging permanent front teeth, Ally was born in Kazakhstan and before her first birthday in 2006 was placed into her new mother, Joan's, loving arms. Pat recalls with humor the trials and joys of her mother-daughter month-long sojourn in the Central Asian republic as Joan went through the last steps in the adoption process.

"Joan decided she wanted to have a child at age 47," Pat notes. "It was a two-year process with a lot of preparation and paperwork." As they waited for the adoption to be finalized, Joan continued her long work days via



Left to right: Joel Block and Bill Squires of Blackfoot Telecommunications, Carroll Professor Belle Marie and Director of Development Dan Minor

high-tech gadgetry connecting Kazakhstan and Missoula. At the same time, she and Pat learned to navigate decidedly low-tech local occurrences like goats boarding passenger aircraft along with human ticketholders.

"Motherhood was a positive life-changing experience for Joan," Squires says. "She just worked too hard. A standard work day for her was 16 hours. This dropped to 10 with Ally."

With so many lives changed by Joan and likely to be changed in the future by the gift in her name, it seemed appropriate to gather some of those closest to her to share their reminiscences. In July 2012, Squires and Block of Blackfoot met up with Pat, Susan and Ally at the Carroll Corette Library, where they conversed with Dan Minor and Professor Marie about the inspiration behind the Mandeville Endowed Professorship. During their

talk, Carroll's new president Tom Evans dropped by on his way to a lunch with former Carroll president and now retired Archbishop Raymond Hunt-hausen and a number of diocesan priests.

Though he had not been present as the group discussed how Joan had guided and uplifted so many others, Evans seemed to catch the spirit when he began talking excitedly about the Carroll community. "I meet so many people who tell me Carroll College saved their lives," Evans explained. "When I first heard this, I thought, 'Saved your life—really?' as if how can that be. Then they tell me about the transformational events that happened here that truly put them back on track, showed them the way and changed their lives. And, I see that it's really true."



ROBO SURGEON: DR. BRIAN BLACKWOOD

By: Ashley Oliverio

Left: Blackwood reviews post-op x-rays on a partial knee replacement patient. Below: Robotic-assisted surgery in progress, showing the computer screen and real time feedback to Blackwood and his staff. Photos courtesy Caleb Duckett



Active and older can mean fit at any age. It can also be problematic, with arthritic joints and resulting physical limitations that, in the extreme, can be debilitating. The increasingly popular remedy of joint replacement surgery can cause debilitation of its own, with long and often painful recoveries. In recent years, new high-tech procedures have made joint replacement surgery less invasive, reducing suffering and improving patient outcomes. One of the pioneering surgeons on this patient-care frontier is Carroll's own Dr. Brian Blackwood, class of 2002, the first surgeon to complete a surgical fellowship focused predominantly on robotic-assisted minimally invasive joint replacement (also known as Makoplasty, after the robotic machine developed for the technique). During his fellowship at the Coon Joint Replacement Institute at St. Helena Hospital in Napa Valley, Calif., Blackwood honed his skills under the mentoring of Dr. Thomas Coon, a pioneer in minimally invasive total knee surgery and one of the developers of Makoplasty, and Dr. Adam Freedhand, an expert in direct anterior hip replacement.

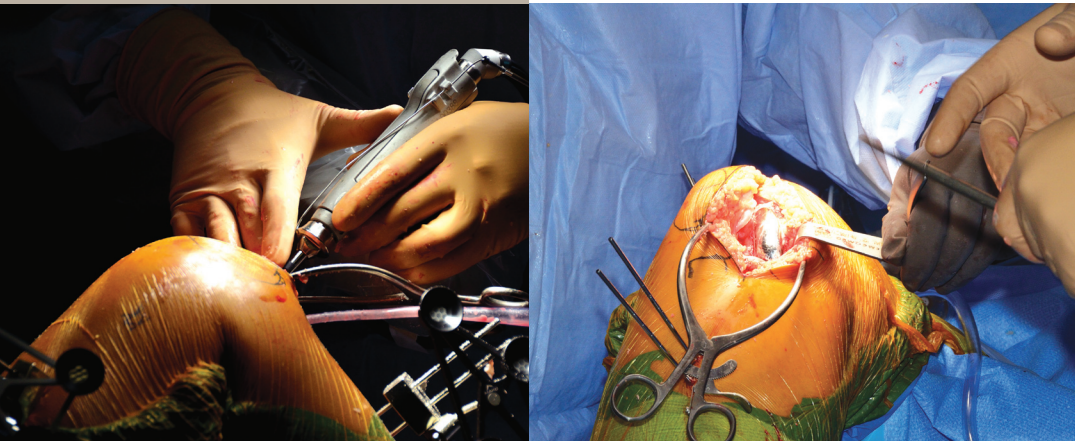
After earning his Carroll biology degree, Blackwood was accepted into the highly competitive WWAMI program, which led to his 2006 graduation from the University of Washington medical school. He then went on to complete an orthopedic surgery residency at the University of New Mexico.

"When I heard about the fellowship with Dr. Coon, it sounded very impressive. He was on the front lines of minimally invasive knee replacements, with patients leaving the hospital after just one night and occasionally the same day," says Blackwood. "Dr. Adam Freedhand was having similar results using the direct anterior approach for hip replacements."

Accepted into the fellowship, he spent time at Mako Surgical's Fort Lauderdale, Fla., plant learning how the robotic device works with computer assist, while diving into intensive training and surgeries. In six months, he had performed 500 minimally invasive knee and anterior approach hip replacement surgeries including over 150 robotic-assisted partial knee and total hip replacements.

"After completion of the fellowship, I was asked to join the group and have started practice at the Coon Joint Replacement Institute," Blackwood reports.

Robotic-assisted surgery might conjure an image from *Star Wars* movies involving droid doctors. In reality, the Makoplasty robots are tools acting as extensions to the surgeon's arm, allowing the physician to operate with computer-guided precision, a new level previously unachievable.



Left: The robotic arm in the surgical field as Blackwood operates; Right: Final results after the robotic-assisted joint resurfacing. Photos courtesy Caleb Duckett

"I'm at a cross-generation of computer-savvy surgeons," Blackwood says. "Younger surgeons are often more comfortable with technology applications, but older surgeons are certainly learning. My mentor has been practicing for 25 years and is still pushing the envelope."

The procedure, however, really starts long before the actual operation. Prior to surgery, the patient is evaluated fully, identifying the arthritis or joint injury to be remedied. Frequently, time-worn joints reveal little padding between adjacent bones—a source of great pain. Doctors can address this by inserting a metal cap atop bone where it abuts others, as in the knee area where the femur meets the tibia. To pinpoint the patient's particular condition and anatomy, they undergo a CT scan that creates a three-dimensional model of their joint. Using the model, surgeons plan the surgery in detail ahead of time, knowing exactly what they will find inside once the incision is made. This identifies not only the problem causing the patient's disability but also the patient's unique anatomical alignment, which is key to successful joint surgery. Even a small misalignment of the joint replacement can cause future pain and instability and lead to additional surgery.

"Eighty to ninety percent of the surgery is done before reaching the operating room because of all the pre-op planning. This allows us to perform the surgery in about 30 minutes on average," explains Dr. Blackwood.

"Minimally invasive" means a small incision (only 4 to 5 inches typically for a knee) and less impact on the patient's body. It demands exactitude in an environment where the doctor cannot see with his eyes every part of the patient he is working on. This is where the robot comes in, serving as the surgeon's second pair of eyes, an additional hand and a high-precision tool all in one. During surgery, Blackwood controls a robotic arm positioned next to his own arm. His steady surgeon's hand manipulates the robot's surgical instrument extremity he inserts through the incision. The robotic prosthesis

uses computer navigation based on GPS mapping of the knee which, combined with the CT scan's 3-D model, gives Blackwood a perfect picture of the joint area. That picture is broadcast on a computer screen Blackwood watches as he works, showing him everything he's doing inside the patient's joint. This computer assistance has a bonus feature he calls the "safety zone." As Blackwood sculpts and smooths the native bone around the implanted artificial joint pad, the robotic arm stops operating if the doctor begins to go outside the mapped and modeled boundaries for the procedure. This assures no more of the patient's bone and tissue is shaved away than is absolutely necessary, while enabling Blackwood to fine-tune the patient's joint and ligament balance for stability. With less surgical trauma, patients experience less blood loss, have smaller scars, and enjoy shorter hospitalizations and rehabilitations. The resulting joints in almost all cases should last 15 to 20 years, according to Blackwood.

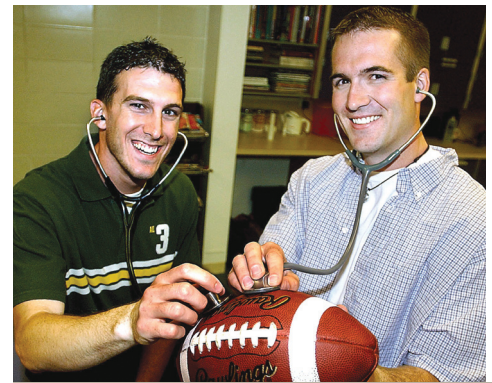
"You could do this on a younger person, around 50 years old, who has arthritis, and plan to do the partial knee replacement before doing a total replacement surgery later on, or maybe not need a total knee at all," he explains. "This extends the knee life and keeps the patient working and off pain medication as long as possible."

Blackwood and other surgeons on the cutting edge of this new technique are hoping to apply it to total knee replacement—where all, not just part, of a patient's knee joint is damaged. Just as in practicing a sport, there's always a way for the medical community to improve, Blackwood notes.

Sports parlance comes easily for Blackwood, who was an All American student-athlete at Carroll. (He and fellow Fighting Saint Justin Thomas, class of 2001, were featured in a 2002 *Helena Independent Record* story about their shared experiences as Fighting Saints headed to med school under the WWAMI program—today, Thomas is an oncologist at Helena's St. Peter's Hospital.) In football, Blackwood learned many lessons beyond the effects

of sports injuries. As a starter during his freshman and sophomore years, Blackwood found himself not playing much by his third year because of increased competition from outstanding players the Saints were recruiting.

"Football teaches you priorities, to work as a team and work through adversity. I learned to refocus. I committed myself to putting in the best effort on the field and in the weight room. Coach Mike Van Diest was right, I wasn't as good as the other players, but by senior year I had worked my way back to being a starter," remembers Blackwood. The experience was good preparation for medical school: with only 20 spots open, Blackwood set his mind to proving that he had earned his place in the exclusive, top-ranked program. He succeeded like only a Saint can.



Then-Carroll student **Brian Blackwood** (right), class of 2002, with fellow future physician **Justin Thomas**, class of 2001, who is today an oncologist at St. Peter's Hospital in Helena. At Carroll, both were Fighting Saints and pre-meds featured in an August 2002 *Helena Independent Record* story entitled "Football Physicians." Both also were accepted into the highly competitive WWAMI program, a cooperative project offered through the University of Washington School of Medicine that makes a medical education available to students from Washington, Wyoming, Alaska, Montana and Idaho. Photo courtesy *Helena Independent Record*.

Blackwood's Carroll education was the other key to medical school success. "One of the great things about Carroll is it's small enough that you get to know students and professors. They were able to see past the 'dumb football player' stereotype. (Biology professor) Dr. Gerry Shields got me into research, and another of my biology professors, Dr. Jacqueline Brehe, helped me reach my potential. The people at Carroll know who you are and look out for you. I would not be where I am now without my experience at Carroll College," Blackwood says.

Currently, Blackwood is enjoying life in the Napa Valley with his wife and two young children, but Big Sky country is never far from the Montana native's mind. "The Valley here is beautiful, but my goal is to eventually be able to bring this technology and the surgical techniques I have learned back to Montana."

In May 2012, Carroll College released the big news that it had been awarded \$1 million by the Howard Hughes Medical Institute (HHMI), under HHMI's Undergraduate Science Education Program for Baccalaureate and Master's Colleges and Universities. The award will be used over the next four years at Carroll, which will be collaborating with a consortium of three Montana tribal colleges and Montana State University to study infectious disease ecology in Montana. The majority of the grant funds awarded to the college will be used to support summer undergraduate research experiences for students and faculty at Carroll and collaborating colleges. For Carroll, the award builds on existing grant-funded research into West Nile virus that has been ongoing over the past three years.

For 2012, 47 small US colleges and universities will receive HHMI grants totaling over \$50 million. Since 1988, the Howard Hughes Medical Institute has awarded more than \$870 million to 274 colleges and universities to support science education. Each four-year grant is in the range of \$800,000 to \$1.5 million.

Carroll's existing West Nile virus research, funded by the National Institutes of Health through the Montana INBRE program (IDeA Network of Biomedical Research Excellence), played a key role in the college



Paige Esposito, left, and Graham Unis examine West Nile samples in Simperman Hall's BSL-2 (biosafety level 2) lab.

CARROLL WINS \$1 MILLION GRANT for Sciences



Left to right: Dr. Grant Hokit, Carroll student researchers Graham Unis, Max Bernt, Keeli Nelson, and Mattie Casey, Dr. Sam Alvey and Dr. Jennifer Geiger. Not pictured: Carroll student researchers Paige Esposito, Amanda Wreggelsworth and Tyler Jacobsen.

attracting the HHMI award, according to Carroll Professor of Biology Grant Hokit, who with Carroll biology professors Drs. Sam Alvey and Jennifer Geiger will be implementing the HHMI grant. This summer, that West Nile research has been continuing stronger than ever, with some troubling findings, Hokit says, noting positive West Nile hits in eastern Montana predicted to grow with the hot summer weather persisting.

“In years with similar climate indicators and sampling pools (2003 and 2007), we had epidemics of West Nile involving several human casualties including deaths, not to mention horse and wildlife mortalities,” Hokit notes. As this magazine goes to press, Hokit and other scientists are measuring August’s West Nile numbers, which they predict could be alarming. Their clarion call for the public to be on guard appeared in an August 1, 2012, Helena *Independent Record* news story that was reprinted nationally.

Meanwhile, under the HHMI award, plenty of changes are afoot in our Natural Sciences Department, with Hokit and the tribal affiliate colleges meeting to plan for next summer’s research and working out budget details.

“We have met with our entomologist colleague, Dr. Greg Johnson at Montana State University, who is studying vector-borne diseases. He is helping us derive a short list of vectors and pathogens to study next summer under the HHMI award. We plan to go beyond West Nile virus to research many other



“We plan to go beyond West Nile virus to research many other pathogens of importance to Montana, potentially Lyme disease, Rocky Mountain spotted fever, Cache Valley virus, bluetongue, heartworm and plague, among others,” says Hokit.

pathogens of importance to Montana, potentially Lyme disease, Rocky Mountain spotted fever, Cache Valley virus, bluetongue, heartworm and plague, among others,” says Hokit.

Carroll’s Natural Sciences Department will receive its first HHMI installment this September, and Hokit will then be off to an HHMI conference in Washington, DC, in early October, when he will be fine-tuning future research plans. With the tribal affiliate colleges, he will then finalize project goals for next summer, including what diseases and vectors to study and by what methods, then embark on acquiring the equipment and supplies to be ready for the research summer of 2013.

A fall press conference at Carroll is being planned to reveal all the details. A story on the new developments at Carroll under this new grant will be featured in the next edition of *Carroll Magazine*.

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SOLID GOLD: RECORD NUMBER OF 50- AND 60-YEAR ALUMS RETURN FOR COMMENCEMENT 2012

At May’s 2012 baccalaureate and graduation ceremonies, a record number of Golden Grads returned to celebrate their 50- and 60-year commencement anniversaries. In all, Carroll welcomed 14 of the 42 living class of 1952 members and 21 from the class of 1962.

Class of 1962 in gold robes, Class of 1952 in purple robes: Back row (left to right) Ralph Allen, Louise (Hutt) Keane, Bev (Holshue) Sanders, John Vandeberg, Dave Niklas, Roy Simperman, Ken Engellant, Tom Dzwinel; Middle row (left to right) Bud Clinch, Mary (Pupich) Matule, Jim Quinn, Jim Walsh, Betty (Fountain) Magnus, Mary Pat (Sullivan) Matule, Tom Longin, Alumni Director Kathy Ramirez ('87); Front row (left to right) Executive Director for Development and Alumni Candie Cain ('82), Don Christensen, Kay (Parker) Antonietti, Bishop of Helena George Leo Thomas ('72), Majorie Tatarka, Ann (Doyle) Nelson, Therese (Quirk) Holland, Joan (Redman) Shannon; Not pictured: Cato & Dora Butler, Fr. William Greytak, Msgr. Joseph Harrington, Alice McCarthy, Paul Lehman, Tom Downs, Vince Matule, Sandra (Stenseth) McInnis, Don Sekora





SUMMER CULTURE AT CARROLL

Top: In addition to flavorful Wild West musical fare, the 9th annual Symphony Under the Stars at Carroll brought in 11,845 pounds of grocery items for Helena Food Share—this was an increase of 1.5 tons of food from last year’s symphony food drive. Donations came from the over 10,000 concertgoers flocking to campus for this annual summer cultural event. Symphony photos courtesy Blackfoot Media Group/Gary Marshall

Bottom left: Dr. Frank Seitz, left, with Maestro Eric Funk, creators of *The Collar*.



July 2012 saw a revival of summer theatre at the college, a welcome addition to Carroll's staple warm-weather arts events. On July 13, Carroll's Theatre Department presented the world premiere of *The Collar: A Musical!* in the Old North St. Charles Hall Carroll Theatre. The dramatic and sometimes humorous story examined the struggles of Father Christopher Joyce with doubt, isolation, ambition and love. This was a return of an old Carroll tradition of summer stage shows, says Theatre Director Chuck Driscoll, who also directed the musical.

With lyrics and script written by Carroll 1964 alumnus and former seminarian Dr. Frank C. Seitz from his 2007 book *The Collar*, the production featured an original musical score composed and played live on piano by internationally renowned composer Eric Funk. The memorable songs were performed by a Carroll alumni and student cast, starring 2006 alumnus Robert Padmos and current student Katie Cummings. Two characters were played by Jay Bahny, a former bass-baritone with the New York Metropolitan Opera.

"*The Collar* celebrates the triumphs and the challenges of grappling with human relationships, the most complex phenomena in the universe—compared to human relationships, astrophysics is a piece of cake!" Seitz says. "I am so proud that Carroll College hosted the world premiere of *The Collar*, since the college is the home of my heroes, including (the late biology professor) Dr. James Manion, (the late English professor) Dr. Joseph Ward, former Carroll president Monsignor Joseph Harrington, Professor Emeritus of English Hank Burgess, Professor Chuck Driscoll and of course Archbishop Raymond Hunthausen. They showed me, and thousands of others, how to 'walk the walk' of a Catholic, Christian, spiritual gentleman . . . and not blink. God bless them and all those like them. And God bless Carroll College."

The Collar's three-weekend run was interspersed with two annual summer spectacles: the July 21 Symphony Under the Stars and Carroll's in-residence Ballet Montana's July 25-27 performances of *Voices in Hand*. Well over 10,000 concertgoers were on the Guadalupe Hall lawn for symphony, drawn by the "Wild West" musical theme, headliner Grammy Award-winning violinist/composer Mark O'Connor, and the year's best fireworks display. The Helena Symphony's Maestro Allan R. Scott conducted; during the intermission, he was joined on stage by Carroll President Tom Evans to welcome the picnicking music fans and thank the event's many generous sponsors.

Meanwhile, Ballet Montana brought a troupe of 11 professional dancers from around the nation to train and rehearse on campus and offer its 17th summer season of classical and contemporary ballet to audiences at the Myrna Loy Center in downtown Helena. Ballet Montana's master choreographer and director is Carroll's artist in residence, Sallyann Mulcahy. As always, ballet lovers left the Myrna Loy echoing comments heard every year: "This is New York City quality ballet, right here in quiet little Helena—unbelievable!"



Counterclockwise from top: Professional dancers from around the nation flocked to Carroll for a 17th Ballet Montana summer season; Robert Padmos as Fr. Christopher, left, with Met Opera singer Jay Bahny in *The Collar*; finale fireworks and fabulous music at Symphony Under the Stars



Left: Carroll's EWB crew and local Guatemalan contractors celebrate completion of wall #1 at the diocesan mission school.
 Right: Nine Carroll EWB members and two local workers place the first of four rebar mats at the wall construction site.
 Below: Professor Willis Weight, left, and David Cua, chief builder at the mission school



BUILDING A BETTER TOMORROW: Carroll EWB in Guatemala

By: Dr. Willis Weight, Carroll Professor of Engineering

Nestled within Guatemala's coastal highlands lies the Diocese of Helena's La Asunción School, located about 100 miles north of Guatemala City. This school is a shining star in the community of Santo Tomás la Unión and brings in approximately 500 students from 40 surrounding villages at the junior high and high school level. In addition to serving as an educational institution, it is also home to over 120 residents, with both female and male dorms and housing for some resident sisters. The area is beleaguered with poverty; some of these students are only able to attend and live at the school thanks to generous sponsors from the Carroll and Helena community.

In 2009, as part of the Engineers Without Borders-USA Carroll Student Chapter (EWB-Carroll), led by professional engineer mentor Dan Wetstein of the firm CH₂M Hill, five Carroll students and I made an initial assessment trip to see how EWB-Carroll could help at the mission. We talked with school directors and performed water-source testing, examined the spring source of local water supplies, surveyed and mapped school grounds and facilities, and took a close look at the mission headquarters and clinic. After this initial visit, we could see that the immediate needs where we could help most existed at La Asunción School.

Through multiple assessment trips and discussions with the EWB-USA national office and an array of professional mentors, EWB-Carroll has made a commitment to advance safety and health at La Asunción School by providing both clean water and safe facilities, with the hope of expanding this benefit to the community. Our water plan is underway: in 2012, we identified an adequate spring source, which is a mile closer to the school than previous sources. The springs used in the past also need to be secured from contamination. In 2013 or 2014, the EWB-Carroll team plans to install a sand filtration system, if funds can be secured, so that the school will have a sustainable potable water supply. We are currently working with Rotary International chapters and doing grant writing to fund this effort.

La Asunción School exists because of the visionary efforts of Father James "Hazy" Hazelton, Carroll class of 1949. In 1964, he established the mission under the auspices of the Diocese of Helena, and personally has overseen the creation and operations of the school and a medical clinic serving La Asunción and surrounding communities. These communities are rooted in Mayan tradition, with many local people continuing to speak K'iche', the cultural native dialect.

While meeting with school directors, we had asked them to tell us of their "suenos" or dreams. We obtained quite a list, but top priority for them was a reliable clean water supply. Then, after the January 2010 earthquake in Haiti, Father Hazelton asked us whether we could assess the school's ability to withstand temblors. We called upon the expertise of Kurt Keith, a senior structural engineer with Morrison-Maierle in Bozeman, Mont., to accompany us on one of our 2010 return assessment visits to Guatemala. He organized the students to perform measurements on all supporting columns, window openings, and doorways and so forth until he had a schematic of the building that houses the library, which we selected because of its susceptibility to collapse during a quake. Performing a seismic assessment and plans to strengthen the school buildings became a second top priority for EWB-Carroll.

As for safety, in May 2012 EWB-Carroll began construction work to fortify the library. The school library was built on the second story of a building and is cantilevered (overhanging) 16 feet with minimal support. As part of Kurt Keith's design and approval from the Technical Advisory Board of EWB-USA, we proposed to construct three shear walls to support the overhanging library so that, during an earthquake, the seismic energy could pass directly downward into the ground. The shear walls would also serve to keep the building from twisting or overturning.

In preparation for our visit, Carroll EWB students were tutored in masonry construction by Helena



masonry expert Preston Price, who took time from his busy schedule to provide training on two Saturdays. The students quickly learned that masonry wall construction takes skill and know-how, and some found that they had some aptitude. Realistically, our goal was to assist the local Guatemalan masons in completing the construction of three walls, while at the same time demonstrating how to connect the walls to the second-story slab in a structurally sound way. Ideally, three excavations for the foundation were to be completed and poured before we arrived so that we could assist with the shear wall construction.

Our plans met reality in May, and we learned how to adjust our goals when confronted with surprises.

Students bringing their backgrounds in engineering, computer science, pre-med, and community health were Jonathon Kujawa (student project leader), Jennings Anderson (a graduated senior veteran on his third EWB-Carroll trip), Brian Murphy, Whitney Miller, Sarah Carlson, Kaitlyn Holyfield, Evan Tremaine and Kegan Cunniff. They were joined by Kurt Keith, my wife Stephanie and me, with the group landing in Latin America on May 19. Welcoming us were Sheila McShane, the director of the mission health clinic in Santo Tomás (and a 1964 Carroll graduate), with her driver, Ciruilo, and Hector, who would drive the minibus transporting our EWB-Carroll crew. For most of us, this was a first total immersion experience in Guatemalan culture and language.

Visiting the worksite at La Asunción School, we found workers laboring in the foundation excavation, where they were breaking very large basalt rocks with a hand chisel and large pry bars. Some of these rocks were a meter across and likely weighed more than 800 pounds, and we found ways to leave the largest ones in place. The excavations had been made—21 feet long by 10 feet wide by 4 feet deep—but they were 5 feet too long, and we discovered there were only two excavations instead of three. After a few calculations of our project funds and our remaining time at the site, we quickly realized that we should aim to build two walls instead of three. Kurt verified that if we could construct two walls it would make a significant difference.

Most the materials were already stored in one of the school rooms, including over 600 masonry blocks, 213 sacks of portland cement and 180 20-foot lengths of rebar. We needed sand and gravel for the foundation and some other odds and ends, including a cement mixer, that would have to be obtained. On May 22, the work began in earnest, with Kurt showing our EWB students how to make rebar mats for the foundations, while a few others went to Mazatenango (a larger town about an hour's drive away) to arrange for the remaining materials and tools. The oversized excavations were filled in to our designed dimensions. It took eight people to lift the first rebar mats into place. Then came the foundation pour. This required stacking 94-pound sacks of portland cement near the mixer and an assembly of workers who would fill 5-gallon buckets with sand and 1-inch aggregate gravel, carry the buckets a couple of hundred feet to the mixer, and then lift and dump the buckets by hand into the mixer. Our recipe was simple: four buckets sand, four buckets aggregate, one sack portland cement, a bucket of water and a cup of moisture reducer. All hands were required on deck, with some of the local workers and Angel, the school director, assisting. This concoction was mixed and poured for three intensive hours with all parties moving as fast as humanly possible until

11½ yards of concrete were poured to a depth of 2 feet thick, all completed as the afternoon rains were falling.

Joy, a feeling of accomplishment and success were somewhat subdued with the stark realization this very busy and physically intense experience had to be repeated the very next day. I immediately arranged for four more local workers to assist with the next day's pour. All went according to plan until the mixer ring broke, necessitating a welding job. The repairs were made and a prayer offered and we got going again. We came up with a better system of transporting the sand and aggregate by using wheelbarrows to bring buckets of material rather than carry and run with each one. We also learned to adjust our concrete mixing techniques to local weather conditions: our last batches were made thicker with minimal water as the rains had already begun to fall once again. In all, over a thousand 5-gallon buckets of sand and aggregate were used to mix 23 yards of concrete for the two footings. This represents over 45 tons of material moved by EWB-Carroll and our fellow workers.

By May 25, the pressure was on to get both walls up to a height of four feet. Local masons David and José were very meticulous about setting vertical and horizontal string lines so the walls would be straight and plumb. We were only up three of six blocks high by lunch time—the going was slow because the Carroll team was less experienced in laying block than the local experts. By providing assistance while allowing our mentors to take the lead, we had reached our 4-foot goal by early afternoon.

On Friday, May 26, our goal was to complete one wall and instruct the local construction supervisor, David, on how to finish the tie-in with the library's second floor slab. He told us "Just show me how to do every step, and I will finish the other wall." His approach met our sustainability goal, with this whole endeavor intended to be a demonstration project so that Guatemalan builders could continue the process once other funds were raised to do more. With hole drilling and rebar fittings, we saw one wall about ten feet high and ready for the tie-in to the second-floor slab by late Friday. By Saturday at noon, the work was complete.

The implementation trip was a historical success. Each member of our EWB-Carroll team learned they could do more physically than they would have previously imagined. The immersion experience's unique sounds, smells, new tastes, and language differences were incredibly enriching. Through this immersion and in the work, we developed a deep respect for the work ethic of the Guatemalan people. This respect came from not only our interaction with local workers but also an understanding of the school's past: To raise the walls of the La Asunción School in 1996, 150 Guatemalan workers mixed and poured concrete all day, all night, and into the next day.

The walls themselves may provide the most enduring benefit to the most people. In Haiti, the disaster of 2010 will be repeated if another big earthquake hits, because they are not changing their construction methods. In Guatemala, we hope to avoid Haiti's fate. Because of EWB-Carroll's spring 2012 work at La Asunción School, local Guatemalan builders now know how to make their buildings, and people, safer. The first preventive measures are in place, and the work continues.



Above: On the fourth construction day, a wall reaches 4-feet high, marked by (left to right) Carroll EWB student Evan Tremaine, alumnus Jennings Anderson, and students Brian Murphy and Whitney Miller

Below: Carroll EWB participants preparing to lift and carry 5-gallon buckets of 1-inch aggregate (gravel), lined up at left, and of black volcanic sand, right. Each bucket weighs 80-90 pounds.



Engineers are planners, yet one recent Carroll engineering alumnus contended with challenges and blessings a planner might be hard pressed to foresee, let alone view as the path to a dream job. In May 2012, Nikia Greene graduated with a Bachelor of Science degree in civil engineering with an environmental emphasis (the first year Carroll offered a BS in this new specialty), and immediately segued into his career as a remedial project manager for the Environmental Protection Agency in Helena. His route from student to professional was not a straight trajectory: the father of two had entered Carroll after suffering work-related back injuries during his 20 years as a heavy equipment operator on construction sites. Facing physical challenges on the paycheck-to-paycheck job, Greene decided a drastic career change could steer him and his family toward a more secure financial future. In uncertain economic times, one thing seemed sure: from his construction experience, he knew he could realize his full potential as an environmental engineer.

"I'd be operating heavy machinery on constructing a parking lot and would look at the plans and see room for improvement," Greene recalls. "And, the environmental aspect intrigued me even more. Growing up in Montana hunting and fishing, I have come to believe in protecting the environment for my two kids."

Greene hung up his hard hat and started attending University of Montana-Helena for his basic courses, then transferred to Carroll to earn his degree in civil engineering. At Carroll, he was surprised at what he found.

"When I first jumped in, I was 31 years old, and the other students in the program, all younger, were fast with computers and technology. My learning curve seemed a little longer," Greene recalls. "I was scared at first to just ask what I needed to do to get up to par. My professors would show me or encourage me to take certain steps, and that's what I did. There was never an instance when I was turned down for help—if they couldn't do it right then, they would schedule a time when they could. The small community at Carroll and one-on-one attention really helped me."

To Greene, the unique Carroll experience went far beyond the personal academic attention. In Carroll engineering, human dignity and sheer excitement were the real inducements to get to class and the lab every day. "Professor Gary Fischer presented an atmosphere where everyone treated me, an older student, as an equal," Greene recounts. "And, the passion that Gary and Professor Willis Weight showed for what they were teaching inspired me to work hard and be a good student. They also applied their teaching to real-world practices, which made my experience at Carroll great."



Nikia Greene at his EPA office building in Helena.

AGAINST ALL ODDS: GREENE AT THE EPA

By: Ashley Oliverio

“The aura of Carroll College—from engineering students to the professors—everyone I was involved with were all kind human beings. I’d never experienced this before in higher education, and it says a lot about Carroll.”

Greene’s future career began taking form in July 2010, when he started an internship at EPA through the Student Career Experience Program (SCEP). EPA had attended Carroll’s annual Career Fair, where Professor Weight had sung the praises of his engineering students, Greene in particular. After a successful application, Greene was assigned to support EPA’s community involvement and outreach work on major Superfund projects, starting with the East Helena lead contamination site and later the vast Silver Bow Creek-Butte area tailings and river contamination. With an EPA mentor, Greene learned how to conduct interviews with locals affected by contamination, manage public meetings to discuss concerns, publish fact sheets and communicate strategies to protect human health and the environment. All the while, he was also absorbing the technical aspects of each site and transforming professional jargon into layman’s terms for public understanding.

Putting in 30 hours a week on the SCEP job while carrying 12 to 15 credit hours at Carroll was daunting enough without family obligations. Setting aside an hour or two each evening for quality time with his children, Greene ended up pulling a lot of late nights to finish up homework and prepare for the next day, and he relied on in-house support to see him through.

“I consider my wife of 16 years to be just as much a Carroll graduate as I am,” Greene says. “Without her support, I couldn’t have done it.”

As if these pressures were not enough, his younger brother Richard died in a vehicle accident on the final day of Greene’s junior year at Carroll. Losing a beloved family member, whom Greene calls his “hero, strength and inspiration,” was not the end of his troubles. In his senior year, Greene’s career at Carroll almost came to a halt after he had maxxed out his student loans and needed to come up with \$13,000 fast.

He felt he was out of options when he reached out to Carroll’s Financial Aid Office. There, Greene learned about the Treacy Foundation Cash Grant,

available to two students for \$10,000 each, thanks to a gift from the Treacy Foundation, begun by longtime Carroll friend Jim O’Connell. Jim’s daughter Kimmy oversees the foundation and established two scholarships to assist students who return to college as non-traditional students. Greene won the grant and met personally with Kimmy to express his thanks for the generosity that would allow him to complete his studies.

“That was a huge, huge part of me finishing my degree,” remembers Greene. “What a blessing. I’m not a Catholic, but I believe in God. My experience at Carroll increases my faith.”

As Greene worked his way toward graduation, EPA found itself in a hiring freeze, which would restrict their ability to bring on board a much-needed Superfund cleanup manager. Greene presented the solution to all their problems. While EPA could not hire anyone from the outside, it could convert a SCEP post to a permanent position.

“It was very fortunate for Nikia and for us,” says EPA administrative officer Deb Clevenger. “We needed him in Superfund, and his civil engineering degree qualified him for the job. We had several good candidates, but he was it.”

Clevenger also praises what she calls the “perfect symbiosis” between Carroll and EPA. The paperwork involved in hiring Greene as a full-time remedial project manager could have dragged out, delaying EPA cleanup work and Greene’s career launch. Carroll’s Registrar’s Office expedited the process, fast-tracking the documents necessary to bring Greene on board at EPA.

“Carroll has been great to work with,” Clevenger says, adding that she has hired 19 students over the years at EPA, with two Carroll graduates working there now: one for two decades. “Carroll graduates are all dynamic employees,” Clevenger notes.

The symbiosis was also evident in the edifying similarity between Greene’s EPA work and his engineering classes. “It seemed like the last two years of my Carroll classes all directly related to my work at EPA,” Greene says. “I had all the resources on my job to produce my reports and assignments for my Carroll classes, and I could share with students and my professors what was happening at EPA. Today, when

something comes up on my job, I can contact my professors about developments in my field.”

As for those professors, they are proud of another engineering success story involving a student of character.

“Nikia sent me a very nice email when he connected with the EPA, thanking me for my help in getting him hired. He never forgot to say thank you and was so excited about his future,” says Professor Weight. “Last semester, he said ‘I only have to complete my courses, I already have a great job.’”

And, says Professor Gary Fischer, “Nikia has overcome numerous obstacles to get where he is, and it is due to the fact that he set a goal with the right priorities and he did not stop until he reached it. He put everything into his education and still managed to maintain a family life and run a side business. Courteous and kind, Nikia did everything with integrity and the highest of ethics. I think he was just an amazing role model to other students, and I felt that he represented everything that Carroll College would want from one of its graduates.”

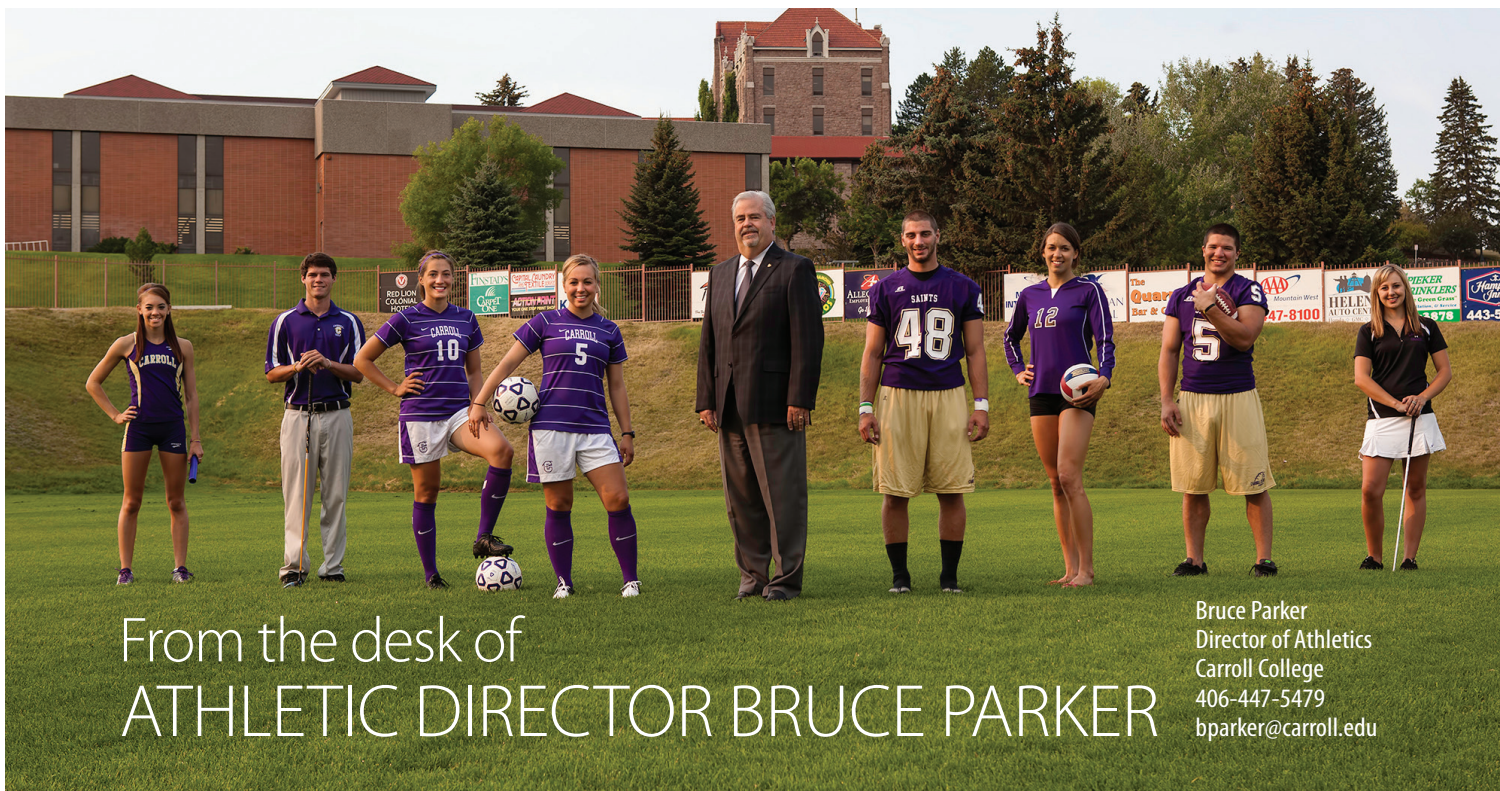
Greene’s work enforcing hazardous waste cleanup on Montana’s former mining sites is exceedingly complex, requiring all the technical knowledge he honed at Carroll. Managing contractors and engineers, geochemists and groundwater experts on some of the nation’s most notorious Superfund sites, Greene also feels the heaviness of his responsibility to protect human health and Montana’s environment. The confidence he built as a Carroll student has carried him through these new challenges, which he views not as a way to earn a living but a way to change and even save lives.

“Everything Professor Weight taught me always had to do with the optimistic side, making this world a better place,” Greene says. “All your life, you think about making a difference, and now I have this opportunity at EPA to do that. Among all the things that Carroll taught me, it inspired me to give back.”

One of Greene’s projects, the Berkeley Pit in the Silver Bow Creek-Butte Superfund site. Photo courtesy EPA

“The aura of Carroll College—from engineering students to the professors—everyone I was involved with were all kind human beings. I’d never experienced this before in higher education, and it says a lot about Carroll.”





From the desk of ATHLETIC DIRECTOR BRUCE PARKER

Bruce Parker
Director of Athletics
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Left to right: Rhianna Grossman (cross country/track & field), Ben Ternes (golf), Rachell Kuntz (soccer), Laura Beck (soccer), Athletic Director Bruce Parker, Joe Dunning (football), Elli Graff (volleyball), Chance Demarais (football), Amanda Roberts (golf). Photo courtesy Blackfoot Media Group/Gary Marshall

I'm often asked, "Why does Carroll College have such an outstanding athletic program?" Some of my answers are long, some short but each time the constants are outstanding student-athletes, great coaches and staff and a senior administration that understands the value of a strong collegiate athletic program.

If you look up on the walls of the Carroll PE Center you can't help but notice the six NAIA national championship football banners and the 10 George Bandy Awards that signify the success of Saints Athletics as a member of the Frontier Conference. The most recent banner is from the 2011-2012 season, when the Saints won conference titles in football, women's cross country, soccer and men's golf. These banners are definitely a reflection of a team effort by Carroll student-athletes, our coaches and the staff that has helped keep the Saints in the forefront of NAIA athletics.

Last year, under the direction of head coach Mike Van Diest, the Saints football team won a 12th straight Frontier title and earned a trip to Rome, Ga., for the NAIA championship. A last-second 24-20 loss to St. Xavier didn't detract from a tremendous 13-2 season. "Our expectations as coaches determine the type of student-athletes that we want at Carroll College," said Van Diest. "We look for the cream of the crop—on the field, in the classroom and in the community. We sincerely feel that we have one of the top athletic programs in the country, regardless of size or division."

But it just isn't about football. The 2011-2012 season was a remarkable one for all of our sports. Moe Boyle's volleyball team earned a spot in the NAIA national tournament for the first time since 1992. Soccer, under the direction of coach Dave Thorvilson, won a fifth-straight Frontier title, and both programs were nationally ranked during the season. And speaking of national rankings, the Saints cross country teams both made waves during the season. Cross country coach Matt Morris led his women's team to a second-straight Frontier championship and berth in the NAIA national championships. Coach Morris was also busy with his track and field teams this past winter and spring, as his squads qualified nearly 25 student-athletes for the indoor and outdoor national championships and came away with 13 All-American honorees.

The Carroll basketball programs both ended the season with double-digit wins. Brandon Veltri's men's squad finished fourth in the conference standings before being upset by Great Falls. Meanwhile, women's coach Rachele Sayers led her team to the league's semi-finals.

Perhaps the biggest surprise of the spring was Ben MacIntyre's Carroll golfers as the Saints men's squad won its first-ever Frontier championship and a berth in the NAIA championships, finishing an impressive 19th in the nation.

I firmly believe Carroll College is what collegiate athletics should be all about. I'm very proud of the hard

work and dedication of our student-athletes, as well as our coaches and staff, both on and off the fields and courts. Each of them has made us all proud of Carroll and the unique qualities that make a Saint.

Could another Bandy Award be on the Saints' horizon this year? Early indications would say yes. The Carroll football team is the pre-season choice for a 13th-straight Frontier title and another run at the national championship (pre-season #2 nationally). Volleyball, soccer, cross country and golf should all be in the national rankings and battle for league supremacy. As for men's and women's basketball and track and field, a friendly warning to our competitors in the Frontier Conference and NAIA: Look out, because the Saints are marching in!

To everyone who reads this, please remember that we are your team. Our amazing alumni and the Helena community have embraced us, and your support has been tremendous, seeing us through and giving us the inspiration and the ability to give the game our all every season. Whether you are a longtime fan or new to Carroll and the Helena community, join us this fall at both Nelson Stadium (football and soccer) and the PE Center (volleyball and basketball). Catch the excitement, and enjoy your game-day experiences. Most of all, always remember that the people who love us are why we keep playing and winning.

BRUCE PARKER



Photo courtesy Blackfoot Media Group/Gary Marshall

On June 25, 2012, Carroll College Athletic Director Bruce Parker was named the NAIA West Region Under Armour Athletic Director of the Year. Parker has received numerous awards during his tenure at Carroll: he was named the NAIA National Athletic Director of the Year, was recognized as NAIA Region I AD of the Year twice and has been the Frontier Conference AD of the Year five times in eight years. This is his second time receiving the Under Armour honor, with the previous selection coming in 2009.

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potential states where we could witness a similar phenomenon where lower-income white voters cast more Republican ballots than higher-income whites include Ohio, Minnesota and Illinois).

4. Consistency is a Virtue.

Consistency demonstrated gravitas; a politician was willing to make the tough calls necessary and not bend like a reed whatever the latest fad. That would be construed as simple pandering. No longer. The dirty secret is simply that the major political parties are extraordinarily inconsistent about policy positions. Indeed since the 1970s, the only real constant is that Democrats tend to run to the left of Republicans. Beyond that—the actual policy substance of legislation—core beliefs of political parties are best construed as flimsy and easily dropped. A politician who desires a career longer than one or two election cycles usually finds it far easier to survive by moving with partisan winds that quickly change due to short-term electoral circumstances.

A good example (but only one of many across many policy domains) is health care. In the early 1970s, many Democrats led by Senator Ted Kennedy of Massachusetts clamored for a single-payer national health insurance model (broadly consistent with Medicare-for-everyone), and the Republican President Richard Nixon countered with a national health insurance plan revolving around an employer mandate to achieve the goal of universal health insurance coverage. In a colossal strategic miscalculation, the Democrats in Congress shot down Nixon's plan. The Democrats then spent the next 20 years trying to enact a version of what Nixon had offered: national health insurance by mandating employers to provide coverage. When Democrat Bill Clinton became president in 1993, his proposal was built around an employer mandate. The Republicans in Congress dropped Nixon's old position and proposed that a better way to achieve national health insurance was through an individual mandate—which Stuart Butler, an analyst for a conservative think tank, the Heritage Foundation, had proposed in 1989. It was a mainstream Republican position to promote an individual mandate as the best means for reforming health care—until the Democrats coalesced around the idea during the 2008 campaign in what might be called an “if you can't beat them, join them” moment. Nonetheless, all national-level Republican politicians

grasped that there was no electoral advantage to joining the Democrats, no matter what their prior positioning, and every single one of them dropped their prior support for the individual mandate and became implacable opponents.

What has become increasingly important to many voters is not policy consistency, logic or even ideological purity. Partisan posturing has become an end unto itself. Again, compromise is the perceived problem. The politician who is best able to navigate successfully in this sort of welter is one who is least willing to value consistency on any sort of policy substance. While it does create vulnerability to be accused of flip-flopping or spinelessness, it is far more damaging for electoral prospects to get trapped in supporting “the other side” at any moment. Any politician with a long enough track record will, indeed, have ended up supporting policies now at odds with standard party positioning. The most adroit politician will simply disavow old positions with some sort of stylistic flair.

Barack Obama ran against the individual mandate during the Democratic primaries in 2008, making it a key policy position contrast between him and Hillary Clinton on health care. Obama subsequently was able to switch his position deftly enough to not suffer fallout for the flip. Mitt Romney as governor of Massachusetts in 2002 signed into law a health-care bill using the individual mandate as the tool to increase insurance coverage. At the time, he said that it was a good model for the rest of the nation. The Romney who ran for the United States Senate seat in Massachusetts in 1994 (a race that he lost to the incumbent, Ted Kennedy) would be unrecognizable today with the Romney of 2012. His rhetoric has taken a 180-degree turn. Despite this baggage, Romney was the candidate who emerged as the GOP presidential nominee, despite others who had stronger records of taking popular positions attuned with current conservative preferences.

What does this “dirty” new world of electioneering mean for American politics and, on a more local level, this election cycle in both the United States and Montana?

It is easier to answer the second question. It will be more difficult for future Montana politicians to build careers reminiscent of Mansfield and Baucus. Those long-serving senators

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were and are Democrats in a Republican-leaning state who built strong ties with voters. The personal loyalty propelled them to election victories even as the national presidential ticket was going down to defeat in Montana. There is now less ticket splitting among voters, and it is becoming increasingly difficult for Montana Democrats to create breathing room between themselves and the national party. This creates difficulty for incumbent Senator Jon Tester in the coming election. He is personally popular but is at a disadvantage because of his Democratic Party label. Obama is most likely to lose Montana, but the margin of defeat is critical. A loss in Montana of less than 10 percentage points will probably not sink statewide Democratic candidates. However, if Obama loses by more than 10 percentage points, it will become difficult for Tester and the Democratic candidate for governor, Steve Bullock, to prevail. Currently, Obama trails Romney by about 8 percentage points in Montana polling. All polls indicate that the Tester-Denny Rehberg and the Bullock-Rick Hill races will both be quite close.

The 2012 election is shaping up to be another instance where national issues are paramount. However, national issues do not clearly favor either Republican or Democrats this cycle—both of the partisan brands are damaged—suggesting that the presidential election will be very close. Most prognosticators have the race as a virtual toss-up, with some giving a small advantage to Obama, and others think that the fundamentals point to a narrow Romney win. I anticipate the Montana US senator and governor races will be very close as well. It is very possible that the candidates who simply run the savviest campaigns in both races will emerge victorious. Both races are currently, and likely to remain, toss-ups.

Answers to the first question, what the new world of elections really means for America,

are murkier. The primary motivator behind voting remains economic concerns, although presidents and members of Congress have far less control over job growth and levels of income than foreign policy, cultural and social welfare policy. The direction of the national economy is often determined by private sector actors, international conditions, decisions made by policymakers long ago, and the unelected Board of the Federal Reserve. The relatively modest tools that Congress and the president control to influence economic growth—levels of taxation and spending—can easily be subject to abuse. In order to heat up the short-term economy, politicians will often grossly undervalue any long-range considerations and externalities, possibly creating future harm for reasons that are likely good short-term political calculations.

While the American electorate seems to still mainly reward short-term economic indicators, such as the latest job and income growth, in concert with analysis of what major party politician offers the best prospect for what may be termed a better personal economic future, the manifestation of that phenomenon has entirely changed. An earlier generation of political scientists thought that the “predictable irrationality” of voters actually led to decent political and policy outcomes which fostered a healthy democracy. We still have that robust democracy: elections are now more competitive than at any other point in history with both major political parties able to achieve sweeping victories in any given cycle (now emphasized by unprecedented levels of campaign contributions in the wake of the Supreme Court’s *Citizens United* ruling).

The strength of democratic institutions and the confidence many had that the votes of the American electorate would inevitably translate into a better future has now waned. It seems unlikely that good governance will arrive by demonizing opponents, blasting anything that resembles statesmanship, criticizing those who reach out to find solutions that

are broadly popular, and rewarding the politicians who are most able to exhibit spineless and cynical characteristics. Unfortunately, many of the biggest changes in American politics are precisely the type of changes which discourage civility and dialogue.

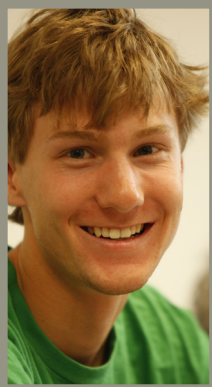
We have moved a long way from the world of Tip O’Neill, who believed that partisan politics ended at 5 p.m., and he would gladly share dinner, drinks, and jokes with partisan opponents that he had duelled with on the House floor just hours earlier. He maintained a cordial relationship with his biggest rival, President Ronald Reagan, throughout his speakership. At a dinner shortly before O’Neill retired after the 1986 elections, Reagan reflected on his relationship with O’Neill by stating, “Our friendship is testimony to the political system that we’re part of and the country we live in, a country which permits two not-so-shy and not-so-retiring Irishmen to have it out on the issues rather than on each other or their countrymen.”

The factors which have resulted in a political system where that sort of statement now seems otherworldly are long and complex. Along the way, our understanding of what triggers political changes has been uprooted. This is an exciting time to study politics. There is a whole lot that is not understood and old truths that no longer apply. On the other hand, many have an uneasy feeling that many of these political innovations are not necessarily beneficial. Yes, the understood ingredients for a vibrant and healthy democracy remain: frequent elections, minimal corruption in voting processes, the secret ballot, and free speech. So why does everything we thought was necessary to ensure good governance now no longer seem to equate to a healthy democracy? That is the new frontier that political scientists must grapple to understand.

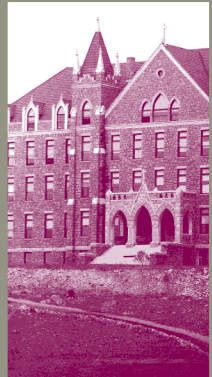
Bill Clinton



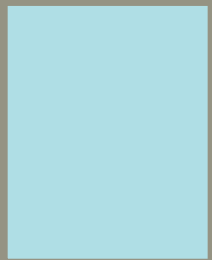
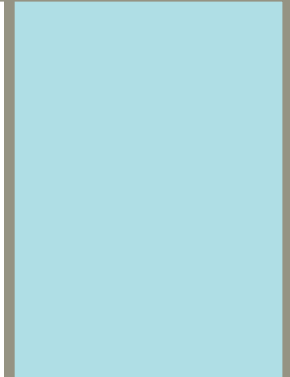
When Democrat Bill Clinton became president in 1993, his proposal was built around an employer mandate. The Republicans in Congress dropped Nixon’s old position and proposed that a better way to achieve national health insurance was through an individual mandate.



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