

NORTHEASTERN UNIVERSITY

KAREN FELTSCHER

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— IN 1989, AS NORTHEASTERN UNIVERSITY neared its 100th year, an alumnus was named president for the first time. John Anthony Curry knew the institution inside and out; not only had he graduated from Northeastern, but he had also worked there as an administrator for most of his life. While many supported the choice of Curry, some thought it might be better for Northeastern to hire an outsider, someone with a stronger scholarly background who could lead the university to increased prestige and recognition in the academic arena.

As it turned out, however, Curry proved to be a very good choice — both for his administrative acumen and his determination to boost Northeastern's academic quality.

Curry's extensive knowledge of Northeastern proved invaluable in the early 1990s when a recession and a drop in the number of high school graduates combined to cause one of the most severe enrollment losses in the university's history. In the winter of 1991, Curry made the tough decision to lay off nearly 200 nonfaculty employees. He and his colleagues used a variety of other techniques to manage the problem: They cut budgets, merged programs, froze wages and hiring, offered early retirement incentives, restructured the university's debt, and created revenue-generating initiatives. The measures were tough, but they worked. Each year of the Curry presidency, the budget was balanced.

(CONTINUED ON BACK FLAP)

NORTHEASTERN UNIVERSITY

Volume 1

Origin and Development of Northeastern University
1898–1960

Volume 2

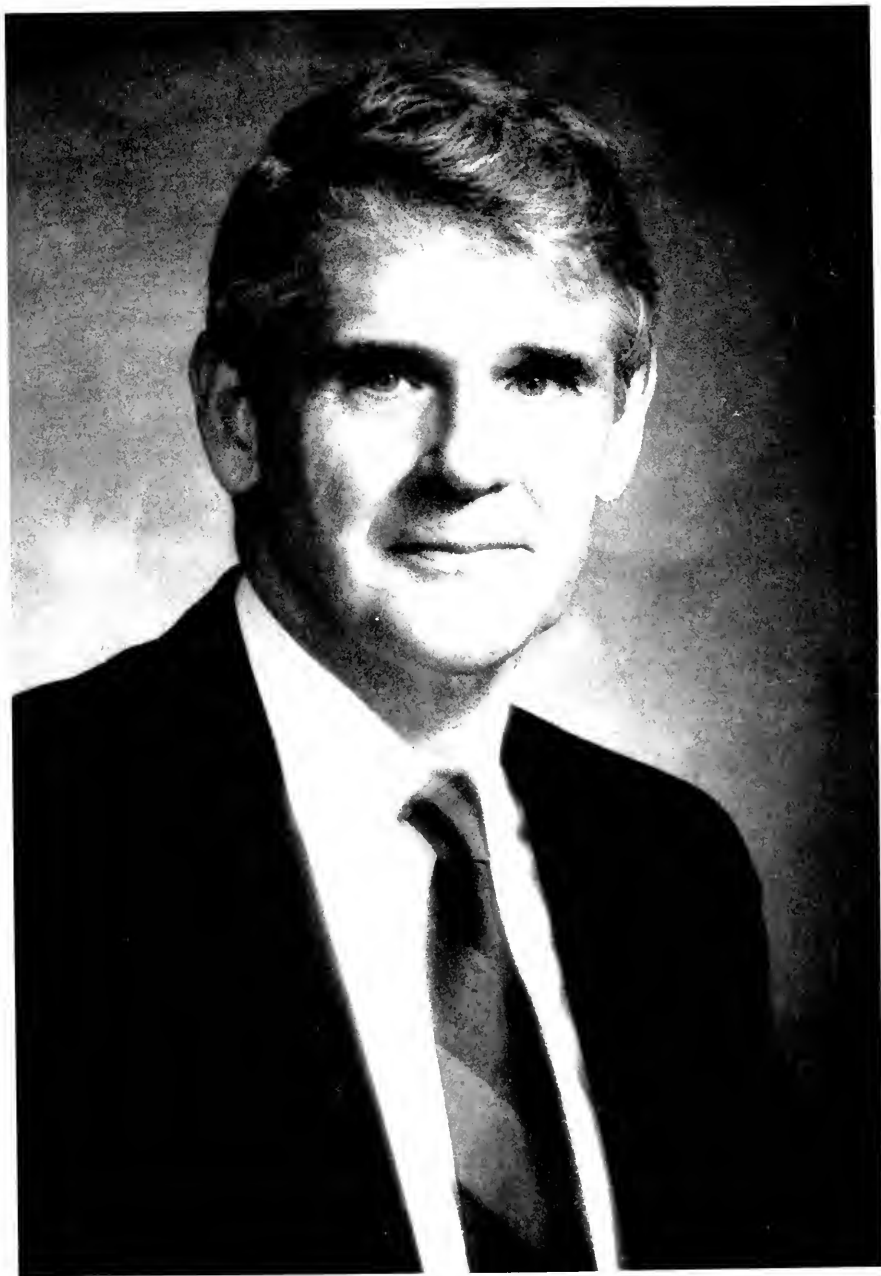
Northeastern University: An Emerging Giant
1959–1975

Volume 3

Coming of Age: The Ryder Years
1975–1989

Volume 4

The Curry Years: Smaller but Better
1989–1996



JOHN ANTHONY CURRY
President, Northeastern University
1989-1996

NORTHEASTERN
UNIVERSITY

1989–1996

The Curry Years: Smaller but Better

KAREN FELDSCHER

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Acknowledgments

WRITING ABOUT JACK CURRY'S TENURE as president of Northeastern University was a complicated project. Over the course of nearly two years, there were dozens of interviews to be conducted, numerous reports to be read, Web sites to be scoured, and hundreds of facts to be checked. But while the work was challenging, it was also exhilarating.

The energy that infused the Curry years was still present as I interviewed people for this book. Faculty members, administrators, students, alumni, trustees, and other members of the university community spoke of those years with passion as they discussed the accomplishments attained in spite of daunting obstacles. Listening to the story of Northeastern in the early and mid-1990s, told from many different perspectives and with such obvious pride, made writing this book an extremely positive experience.

Moreover, chronicling the Curry years was satisfying because, quite simply, it's a great story. Northeastern certainly has had financial troubles at various times in its illustrious past, but the early 1990s posed particularly vexing problems. Relating how President Curry and his colleagues solved those problems—and how they simultaneously managed to boost Northeastern's academic standing and reputation and change its strategic direction—was gratifying because, after many twists and turns, the story ends happily.

Of course, there are many individuals to thank.

My deepest thanks go to Jack Curry. Part of Jack's success as president stemmed from his solid working relationships, and ours was no exception. Jack was consistently kind, helpful, affable, and—as those who know him can attest—he has an amazing memory. Working with Jack was a pleasure.

Similar thanks go to Jan Surette, Jack's longtime executive assistant, who was wonderfully kind and helpful as we worked on the book.

I also want to credit two individuals who offered crucial pieces of advice to a first-time book author. Antoinette Frederick, who wrote two earlier volumes of Northeastern histories about the presidencies of Asa Knowles and Kenneth Ryder (which were indispensable to my work), told me that when she confessed to Knowles that writing the book about his presidency was overwhelming, his response was, “Of course you can do it! Finish it!” Whenever I felt mired in my work, I thought of that remark and it definitely helped me continue!

Thanks also to business professor David Boyd. When I confessed early on that I was stymied as to how to proceed, he advised me to think of the book as a series of related essays. That bit of advice was very helpful.

In addition to Frederick’s books, two others were quite useful. One wonderful resource was *Tradition and Innovation: Reflections on Northeastern University’s First Century*, edited by Linda Smith Rhoads. Another was the first history of Northeastern by Everett Marston, called *Origin and Development of Northeastern University: 1898–1960*.

Special thanks also go to Charles Coffin, former director of Northeastern’s university relations department and a close adviser and speechwriter for Curry. Charles served as a topnotch editor for the book.

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Last but not least, I thank my husband, Dan, and my children, Adam and Ben, for their support and love.

Karen Feldscher
August 2000

Introduction

THE STORY OF NORTHEASTERN'S FIRST CENTURY is the story of an institution that outdistanced its humble origins time and time again. The university took shape from a smattering of courses offered by the Boston YMCA to local working men who had neither the time, the money, nor the social standing to attend the likes of Harvard or the Massachusetts Institute of Technology. And yet, the small collection of evening programs evolved over the decades into a national research university drawing students from Boston, from the rest of the United States, and from countries around the world. Ironically, the directors of the YMCA who voted in May 1896 to establish an "Evening Institute for Young Men" were in no way angling for such a lofty goal; they were simply attempting to coordinate and improve the YMCA's disparate educational offerings.

But a new university did emerge, buoyed by a society burgeoning in population, industry, and business, and by the efforts of a band of visionary, hard-working leaders, including Frank Palmer Speare, the original director of the Evening Institute who later became Northeastern's first president, and its subsequent presidents—Carl Stephens Ell, Asa Smallidge Knowles, Kenneth Gilmore Ryder, and John Anthony Curry. Over the course of its first century, Northeastern would become known and celebrated for its professional and technical programs, for its cooperative plan of education, for its growing and flourishing arts and sciences programs, and for its commitment to addressing the needs of society both through its educational offerings and its efforts to spur urban progress in Boston's environs.

Such was the reputation of Northeastern University when Curry was named its fifth president in June 1989. Himself a graduate of Northeastern, Curry had worked nights to pay his way through college, like many of his fellow students who rode the trolley up Huntington Avenue day after day in the

1950s. He was the product of a time when Northeastern catered by and large to local students—mostly men, mostly white—and was best known as a solid teaching institution. But Curry, like Northeastern, evolved over time. He worked at Northeastern nearly all his career, so he was able to observe, and participate in, the many transformations the university would undergo through the 1960s, 1970s, and 1980s.

Curry started as a co-op student at Northeastern working under Ell and his provost, William C. White. He worked with Knowles, president from 1959 to 1975, as the student population blossomed, new colleges were created, new buildings were erected, part-time education was expanded, and suburban campuses were opened. As righthand man to Ryder, president from 1975 to 1989, Curry helped develop and enrich Northeastern's humanities programs, expand research, introduce co-op to international venues, and begin construction of a grand new library. And when he became president himself, he took Northeastern to a new level by boosting its academic quality and reputation, building technologically and aesthetically sophisticated new facilities and improving existing ones, creating a state-of-the-art computer network, championing diversity, fostering productive relations with local, state, and federal officials, and involving students more than ever before in university decision-making.

• • •

Curry's successes couldn't have been accomplished without the bedrock of achievement forged by the prodigious efforts and unflagging energies of the university's early leaders. While Curry often survived on fewer than five hours of sleep a night through his presidency, such dedication was not new. Northeastern's first president, Speare—noted for his love of aphorisms—reportedly said early in his tenure that “the person who works with one eye on the payroll and the other on the clock is slated for the scrap-heap.” Ell, Northeastern's second president, was cast in the same mold; in June 1959, just before his retirement, he spoke of his close colleagues as “men who had a willingness to work days, nights, and holidays, and with no greater allegiance to anything except family.”¹

Such unconditional loyalty led to the steady growth that would transform a loosely knit array of programs into a college and, later, a university. Just two years into his job, Speare sensed a community need and a market opportunity and convinced the YMCA's directors to open an Evening School of Law.² Thus was born the first school of what would later become Northeastern University.

Other schools followed in the coming years. The Automobile School was established in 1903 as a market developed for training in the auto industry. (The school was closed in 1926 after the market dried up.) The Evening Polytechnic School began in 1904, offering an array of technical courses in architecture, automobile engineering, clay modeling, marine engineering, navigation, and steam and structural engineering—all subjects that spoke to society's needs in the early part of the century. In 1907, business courses were consolidated into the School of Commerce and Finance, renamed the College of Business Administration in 1922. In 1909, the Cooperative Engineering School was the first to adopt the new concept of cooperative education, which would become Northeastern's signature program in the years to come. Pioneered by dean Herman Schneider of the University of Cincinnati in 1906, cooperative education was an excellent fit for Northeastern, helping students of limited means pay for their education while gaining valuable on-the-job experience.

In 1917, all the different schools came together as Northeastern College and were granted a charter by the Commonwealth of Massachusetts; Speare was named president of the new institution.³ In 1922, Northeastern College was renamed Northeastern University of the Boston YMCA.

In 1935, the College of Liberal Arts became the last school to be founded under Speare. Two years later, the Northeastern University Corporation was established, and Northeastern became totally independent from the Boston YMCA.

Also during Speare's tenure, Northeastern made its first moves toward establishing a bona fide campus. The first purchase of land on Huntington Avenue was made in 1929. The following year, the college acquired Huntington Field in Brookline (renamed Parsons Field in 1969), and the Botolph Building (renamed Cullinane Hall in 1985). In 1938, the young university raised its first structure—the West Building, later renamed Richards Hall.

Ell, who became president in 1940, was known as “Mr. Northeastern.” He'd come to the university in 1910 as an instructor, teaching surveying at the Evening Institute, and wound up staying nearly 50 years. By 1912 he was head of the civil engineering department; five years later he became dean of the Cooperative School of Engineering; and in 1925 he was named Northeastern College's vice president.

As president, Ell presided over a vast building program that included the construction of Science Hall (later named Mugar), the Student Center (Ell), the Library Building (Dodge), the Physical Education Center (Cabot), Hayden Hall, and the Graduate Center (Churchill) on 15 acres along Huntington Avenue. At the same time, the university quadrupled its enrollment, faculty, and

course offerings.⁴ The College of Education was founded in 1953. Ell also cemented Northeastern's identity as an institution devoted to cooperative education by expanding the program from an option within the engineering school to an integral part of the entire university curriculum.⁵

Knowles was another man of energy, another high achiever. He started his career at Northeastern as an engineering instructor but quickly moved up the ranks to become, first, chair of the industrial engineering department, then dean of the College of Business. In 1942 he left the university for 17 years, during which time he worked as business dean at the University of Rhode Island, created three colleges from scratch in upstate New York, served as vice president for Cornell, led the University of Toledo, and somehow still found time to write a popular textbook on industrial management.⁶

Knowles returned to Northeastern as president in 1959, at a time when education was moving full speed ahead, driven by the influx of baby boomers and the national determination not to allow the Soviets any more coups in space like Sputnik, and fueled with federal dollars for scholarships, research grants, and building loans. Knowles moved full speed ahead himself: he added new undergraduate and graduate programs; created four new colleges, including pharmacy (1962), nursing (1964), Boston-Bouvé (1964), and criminal justice (1967); reopened the law school (1968); and greatly expanded part-time education, beginning Northeastern's successful strategy of launching satellite campuses to capture suburban enrollments.⁷

Knowles also initiated the university's first-ever capital campaign, approved the adoption of tenure and created the concept of a faculty senate,⁸ and presided over the tumultuous years of antiwar protests in the late 1960s and early 1970s. In fact, at one point during the nationwide student strike of May 1970, about 50 Northeastern students occupied Knowles's office; and at commencement that year, a graduating senior made an unsuccessful attempt to deliver an antiwar message onstage.⁹

Knowles's overall legacy was impressive. By the end of his tenure in 1975, the campus had grown substantially, to 50 acres, and boasted 27 new buildings.¹⁰ And Northeastern's strengths—its professional schools, its cooperative education program, its adult education offerings—were firmly established and well-known in Boston, its suburbs, and throughout Massachusetts. Indeed, during Knowles's tenure, Northeastern had become the largest private university in the nation in terms of enrollment.¹¹

In 1975, Ryder, like Knowles and Ell before him, came to the presidency with a thorough understanding of the university, drawn from his more than 25 years as a history professor and administrator at Northeastern. Under

Ryder, academic programs were upgraded and expanded. In 1980, the College of Education merged with Boston-Bouvé College to become the Boston-Bouvé College of Human Development Professions. In 1982, Northeastern established the nation's first College of Computer Science. By the end of Ryder's presidency in 1989, more than 19 academic centers and research institutes had been established, several honors and remedial programs had begun, and 16 new satellite campuses had been created. The university installed, for the first time, modern computer equipment.¹² And construction had begun on a long-awaited new library, a testament to the university's growing stature in academics and research.

Research and teaching were both enhanced during Ryder's tenure. Between 1975 and 1989, funded research jumped from \$4.5 million to \$16.2 million. To boost teaching, Ryder established the Excellence in Teaching Awards to recognize teachers and the Instructional Development Fund to encourage better teaching.¹³

A 220 percent increase in fundraising revenues during the Ryder presidency allowed for, among other things, the construction of five new facilities, in addition to the library—Cargill Hall, Kariotis Hall, Snell Engineering Center, the Solomon Track at the Dedham campus, and the new Henderson Boathouse on the Charles River—and the renovation of Cullinane Hall and Matthews Arena.¹⁴

Ryder improved relations with the city, state, and federal governments and with the local community.¹⁵ Moreover, he improved relations within the Northeastern community by implementing a more collegial form of governance, which helped heal the scars of a troubling union drive by faculty members who, early in Ryder's presidency, had sought greater input into university decision-making.¹⁶

Furthermore, Ryder's humanist bent had a positive effect on the university: liberal-arts programs were enhanced, a much-heralded arts series was established, and the campus itself acquired a softer feel as small oases of trees, bushes, and flowers took root along pathways and in courtyards.

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When Curry was elected president, his overriding challenge was to assure the university's financial stability. Shortly after his inauguration, Northeastern suffered the most dramatic enrollment loss in its history, the result of a collision of external forces including a severe national and regional recession and a precipitous decline in the high school-age population. Through

the early 1990s, Curry and his colleagues had to keep a keen focus on the bottom line, to the point where they were forced to shave budgets, to freeze salaries, and, for the first time in the university's history, to lay off large numbers of employees.

The early 1990s were not the only time Northeastern struggled with financial turmoil. Indeed, the university had already finessed its way through several potentially catastrophic ordeals; as a relatively young institution, it lacked the substantial endowment that could shield it from such tumult. Two world wars and the Depression caused enrollments to collapse, while the post-World War II boom and the Cold War technology race had the opposite effect, sending Northeastern, like other universities across the country, scrambling to accommodate thousands of new students in a short time.¹⁷

Yet in all those instances, Northeastern managed to keep the financial wolf at bay. During the wars, the university added military training programs, established off-campus branches, and allowed women to register for courses; during the Depression, co-op requirements were modified when there weren't enough jobs to be had; and during the postwar boom of the early 1950s, with returning veterans clamoring for education, the university moved quickly to institute new programs and colleges.¹⁸

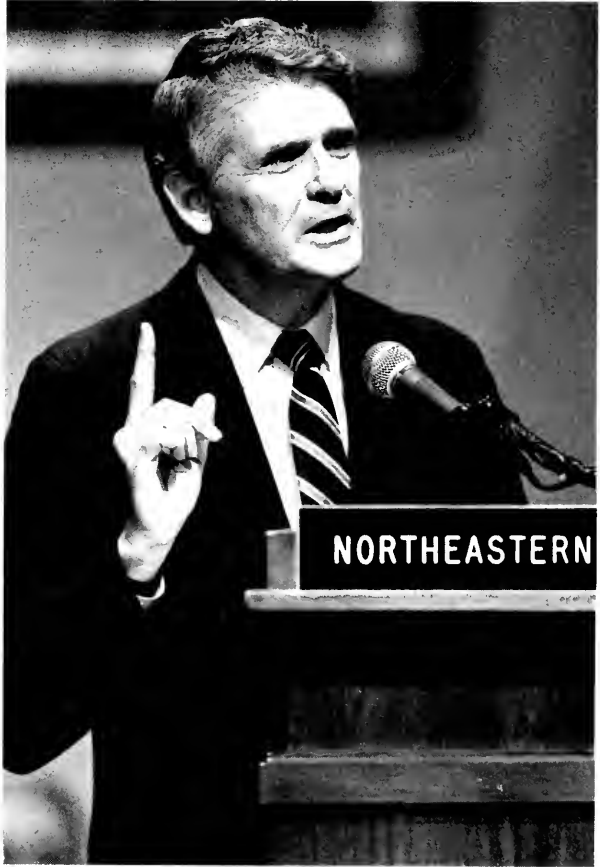
Curry, like his predecessors in other troubled times, attacked the university's budget problems by cutting some programs, merging others, initiating early retirement incentives, and—armed with exceptionally creative financial management—generating millions by restructuring debt and creating new revenue-producing operations.

But his lasting achievement was to conjure from the university's financial crisis the academic transformation of Northeastern. An essentially open-enrollment institution became much more selective, and its reputation as a teaching and research university rose dramatically. At the same time, Northeastern developed a more caring attitude toward its students and a more intellectually authentic atmosphere. The improvements were so significant that people on campus, colleagues at other colleges and universities, and major media hailed Northeastern's success at remaking itself—particularly because the transformation occurred during difficult economic times.

When Curry announced in September 1995 that he would step down from the presidency the following spring, the *Boston Globe* cited his “skillful reshaping” of the university into “what is hailed as a smaller and better institution.” And former Massachusetts governor Michael Dukakis, who went on to teach political science at Northeastern, told the *Globe*, “This place is humming, and a lot of it has to do with Jack's leadership.”¹⁹

This, then, is the story of how Curry and those who worked with him, in the face of severe financial hardships and in just seven years, enhanced the university's academic quality and reputation by boosting student achievement, programs, research productivity, and teaching effectiveness; strengthened the campus with new and renovated buildings, striking landscape design, and a state-of-the-art computer network; and improved relations with government, the community, with the public media, and with faculty and students. In short, it is the story of how the "smaller, better" Northeastern of the twenty-first century was created.

John Anthony Curry
speaks to a Northeastern
audience at the announce-
ment of his presidency
in June 1989.



An Alumnus as President

AT NOON ON JUNE 12, 1989, a beautiful, warm spring day, Northeastern University's Blackman Auditorium was packed. The excitement in the hall was palpable, punctuated by the rise and fall of voices and the sound of hundreds of faculty members, administrators, and students moving through the aisles. As the time grew closer for the program to begin, the low din in the audience grew louder, in anticipation of what many already knew through the campus grapevine: that John Anthony Curry, a Northeastern graduate and longtime campus administrator—better known simply as “Jack”—was about to be named the university's fifth president.

When the stage party entered, ringing applause broke out—Curry, with his wife Marcia, was among the group, smiling broadly, arms extended above his head in exultation—and then a hush fell over the audience. On stage were Northeastern's power brokers: trustee chairman Robert H. Willis, chairman-elect George J. Matthews, outgoing president Kenneth G. Ryder, and a handful of top administrators and faculty members. When Willis made the expected announcement—that Curry, the university's executive vice president since 1984, would become the new president—the audience responded with an enthusiastic standing ovation. Just after the meeting, Karl Weiss, vice president for academic development at the time, told the *Northeastern University Edition*, the university's newspaper for faculty and staff, that the choice of Curry was a good one. “He knows this place inside out,” Weiss said. “And we're willing to follow him.”¹

But not everyone shared the enthusiasm. In fact, a number of faculty members sat stone-faced as Curry's selection was announced. Some even walked out, convinced that the choice of Curry, an insider whom some faculty members viewed as an able administrator but not much more, meant that

Northeastern would fail to grow and change, particularly in the area of academic stature.

As the nine-month presidential search had progressed, a number of faculty members had maintained that Northeastern's next president should be a nationally recognized scholar, someone squarely in the academic realm who could help the university boost its reputation in both teaching and research and attract better students and top faculty scholars. There were other concerns about the choice of Curry, not just from faculty members, but from some trustees, administrators, and alumni. They wondered: Shouldn't Northeastern's next president come from outside the university, to provide fresh ideas and new vitality? While Curry had some fundraising experience as executive vice president, shouldn't the new leader have even greater experience in that realm? And shouldn't the person be able to operate with ease among powerful business and political leaders in Boston and beyond?

Indeed, many felt that, as Northeastern was approaching its hundredth anniversary, it was time for the university to make a visible break with its past. Despite Northeastern's increasingly solid reputation as an excellent school for engineers, entrepreneurs, and health care workers, despite an arts and sciences college that was expanding and flourishing, and despite the growing numbers of freshmen who were opting to live on campus, it was hard for the university to shake its former incarnation as the "factory" on Huntington Avenue, a commuter school that focused on "vocational" training for low- and middle-income residents of Boston and its suburbs.

It wasn't only some outsiders who continued to underestimate the school; many who worked at Northeastern also struggled with a sense of institutional inferiority. While many were proud of the university's tradition of extending a hand to aspiring students who might not otherwise get a chance, either academically or financially, at a university education, others worried that continuing the strong emphasis on that mission would create long-term damage. Some were uneasy that Northeastern would, for years to come, remain high school seniors' second- or third- or fourth-choice school, always playing catch-up with its Ivy League and better-known neighbors like Harvard, the Massachusetts Institute of Technology, Boston University, and Boston College.

And so, when Curry was named president, many had serious reservations. "My concern was that his entire career had been at Northeastern," says anthropology professor Christine Gailey. "My fears were that this was yet another old boy, and Northeastern had basically been an old boys' club for eons."

"Jack's strengths were very apparent," recalls David Boyd, a business administration professor who served on the presidential search committee at

the time and who later served as dean of the College of Business Administration. “He was well-known to the community. He was a product of Northeastern, but so much so that it was perceived by some to be a liability. Nobody took issue with Jack’s impressive record to date. But there were questions about what he hadn’t been asked to do: [substantial] fundraising, interfacing with the corporate community, dealing with traditional faculty members.”

Curry himself had big questions about whether or not to become a presidential candidate, although they were different from those being asked about him. By late 1988, at age 54, Curry had already put in nearly 30 years at Northeastern, as a student, part-time faculty member, and administrator. While the idea of becoming Northeastern’s president appealed to him, he also saw the advantages of slowing down, spending more time with his family, getting to some of the hobbies he’d put off for years. In his role as executive vice president of the university under President Ryder, Curry had become Ryder’s chief of internal operations, taking on a wide array of responsibilities, and his days were typically grueling. He’d start at seven in the morning and work through until six or seven in the evening, sometimes going later if there were evening functions to attend. He often stayed up late doing paperwork, and spent several hours on weekends working, too.

• • •

Curry had come far, considering that his life had taken a series of difficult turns early on. He was born in 1934 into a working-class family in Lynn, Massachusetts, attended Catholic school for eight years, and felt surrounded by a loving family and community. An avid reader, he drank up biographies as well as classics such as *The Swiss Family Robinson* and *Great Expectations*. He’d sit around before dinner with his family listening to radio shows like *Jack Armstrong*, *The All-American Boy* and *Captain Midnight*, and after dinner to Jack Benny and the Lux Radio Theater. At Lynn English High School, where he graduated in 1951, he ran track and played basketball; summers were spent swimming at King’s Beach in Lynn, where he and his younger brother Martin would eat peanut butter sandwiches brought from home, washed down with nickel sodas from the vendor at the beach.

But Curry’s comfortable world fell apart in 1949 when his mother contracted leukemia. The 15-year-old watched helplessly as his mother’s health slowly and painfully deteriorated. After her death two years later, his father, in despair, sank into alcoholism. Curry mustered all his resolve—a character trait that would stay with him and prove key to his success—and became the

family's caretaker, watching over his failing father and taking on the role of surrogate parent to Martin. And what a job it was: one night in 1954, after coming home from the movies with his high school sweetheart Marcia Mudge, whom he would later marry, he saved his father's life when he found him asleep in a chair set afire by a burning cigarette. His father never pulled out of depression and drinking, though, and he died just four years later.

The tragedy of his family life shook Curry's faith. "When my mother died, I thought, if God was so good, why did he take this wonderful woman?" he recalls. "I didn't turn away from God, but I was bitter."

The same year his mother died, in 1951, Curry started at Northeastern as a history and government major. It was the only private university he could afford; he chose Northeastern for its co-op program, because he needed the money to support his family.

That first year was tough. Not only was he still reeling from the turbulence of his mother's illness and death, but he also was, he says, immature. Without teachers to pressure him to turn in his homework, as they had when he was in Catholic school and in high school, Curry was caught off guard. His first quarter he received four Ds and two Cs and almost flunked out. He began to wonder whether he had the stuff to make it in college.

His schedule didn't help. He had to work both a co-op job and a regular job to help support the family. He spent days attending classes at Northeastern or working on co-op, then returned to Lynn to work his night job at Cushman's Bakery, where he baked bread from 11 P.M. to 7 A.M. He never got much sleep. That habit of sleeping little, and working hard, stayed with him for years to come.

After that first dismal quarter, Curry once again drew on his personal resolve to turn things around. "I was determined to pull it together," Curry recalls. "Personal adversity causes people either to develop determination and initiative or fall by the wayside. Due to the positive influence of my parents in my early formative years, I was taught the former." By his second quarter, he earned Bs and Cs; by the third, he was up to As and Bs and made the dean's list, a feat he repeated every quarter after that, eventually graduating with a 3.5 grade point average.

At the same time that Curry was becoming a model student, he was also getting an education about how to be a college administrator, thanks to co-op. His first co-op job was as an "office boy" in the provost's office, right across the hall from the office of President Carl Ell. Curry came to admire some of the men he worked for, such as then-provost William White and Ryder, one of Curry's history instructors and White's special assistant at the time. He was

impressed by their friendliness and caring for people, but also by their ability to be focused, disciplined, and determined. “The way they treated people respectfully made a major impression on me,” Curry recalls. “It made me want to be like them. I still live it today. And I wanted to be of service to people.”

Right after Curry graduated with a bachelor’s degree in history in 1956, he and Marcia were married. It was time to figure out what to do next. While in school, Curry had formed bonds with two faculty mentors, history’s Elmer



Former provost William White was one of Curry’s mentors.

Cutts and education’s Frank Marsh. Cutts wanted Curry to work toward a master’s degree in history at the University of Rhode Island and eventually obtain his doctorate and a university teaching position; Marsh, a strong advocate for public school teaching, urged Curry in that direction.

Because he needed a job quickly to support his family, Curry chose the latter course, staying on at Northeastern through the end of 1956 and 1957 to earn a master’s degree in education. Even then he worked: he took courses in the evening and, during the day, served as one-half of the university’s two-man security force, earning the grand sum of \$50 a week. Both that job and

his provost’s office co-op job—in which he sorted all the university’s mail each day (the whole task took 10 minutes) and delivered messages across campus—gave him broad familiarity with Northeastern.

After receiving his master’s, Curry worked in the public schools for six years. In Bourne, Saugus, and Newton, Massachusetts, he taught elementary and secondary school. He also held his first administrative posts during that time, first as an assistant junior high school principal in Saugus and later as curriculum coordinator in Newton. Then, in 1963, thanks to a recommendation from Marsh, Curry was hired to return to Northeastern as an admissions counselor by admissions dean Gilbert C. Garland.

Again, Curry found himself intrigued by the university. Asa Knowles had been president for four years and was turning Northeastern into what was then known as “the miracle on Huntington Avenue.” Under Knowles, new buildings were going up, new colleges were being opened, federal funds were pouring in to help introduce new programs, and adult education—offered for the first time by any New England–area university at suburban locations—was expanding under a newly reorganized evening division called University College. “To be part of Knowles’s administration and see the great growth and

development and maturity of the university—it was a wonderful place to be in 1963,” Curry recalls.

If Curry learned from White and Ryder how to work hard and to work well with people, he learned from Knowles how to be quick and focused. With his authoritarian style, Knowles had little patience for long meetings. He’d drum his fingers on the table when waiting for information, frequently not even offering a seat to staffers who came to his office for a meeting. All the same, Curry says, Knowles had a heart of gold. “He was a true mentor to me,” Curry says. From him and the others, Curry was learning valuable administrative and political skills that would serve him well as he progressed at Northeastern.

In 1965, Curry became director of educational placement in the co-op division’s graduate placement services office, helping newly certified teachers find jobs. In 1967, he was named director of admissions, still working under Garland.

But after three years, he had a chance to boost his \$14,000 salary to \$19,000 by returning to the public schools to become director of pupil personnel services in Swampscott, Massachusetts. Knowles told Curry he couldn’t match that salary, so Curry—determined to earn a better living for his wife Marcia and his three young children—took the Swampscott job.

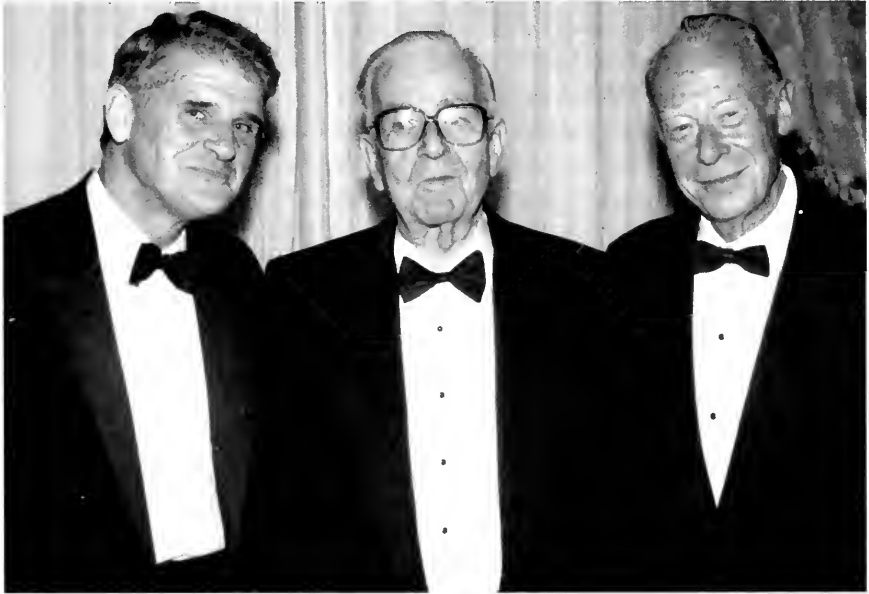
Two years later, though, in July 1972, Knowles called him back. The president wanted Curry to work for Ryder, who had become executive vice president in 1971, and who was looking for a principal aide who would help revitalize admissions enrollment strategies as well as oversee several other administrative operations. Curry decided to accept the job. As dean of academic services (1972–74) and later as dean of administration (1974–75), Curry was responsible not only for admissions but for the library, affirmative action initiatives, human resources management, and computer services.

Three years later, Knowles stepped down and Ryder was named president. For the next 14 years, Curry remained at Ryder’s side, serving as vice president for administration (1975–79), senior vice president for administration (1979–1984) and, finally, executive vice president (1984–89).

As Ryder’s right-hand man, and working closely with senior vice president and treasurer Daniel J. Roberts, whom he also greatly admired, Curry developed a broad knowledge of all of the university’s functions. When he became a vice president in 1975, he took on new responsibilities, including athletics, the registrar’s office, and the Northeastern University Press. As senior

vice president, starting in 1979, he oversaw activities in five vice presidential areas, including development, alumni development, student affairs, public affairs, and human resources management.

Finally, as executive vice president in 1984, Curry was given responsibility for overseeing and coordinating the work of all 12 vice presidential areas. He oversaw all academics, developed major institutional policies, coordinated a strategic planning effort, expanded student services, enhanced research, and



Curry poses with former presidents Asa Knowles, center, and Kenneth Ryder, right.

oversaw a \$175 million fundraising campaign. He supervised the construction and renovation of major facilities, including the new \$30 million Snell Library. He was also successful in boosting freshman enrollments and lessening freshman attrition rates.

Ryder, for his part, saw Curry as indispensable. “In many ways, he really ran things,” Ryder says. “One of his most significant and impressive qualities was his energy level. And, as time passed, he had such a good knowledge of the university, both from being a student and from a variety of administrative responsibilities, that he had a perspective that was very hard to duplicate. He was thoroughly aware of the things that were going on—and of things that were not going right.”

At the same time, Curry developed a network of loyal lieutenants and supporters, from vice presidents to janitors, whom he would call on then and later to help him turn ideas into action.

...

So when Ryder announced that he would step down from the presidency at the end of the 1988–89 academic year, it seemed a logical next step in Curry's career to become a candidate for the job. He felt that he had earned the right to be considered. And, initially, he did apply for the post in the fall of 1988. Curry's candidacy was not made public because the search was confidential, though some insiders knew he had taken this step. Many more on campus assumed Curry would be a candidate. Some faculty members expressed pleasure that he might become president; others made their opposition known early on.

Curry, in the meantime, was having nagging doubts about his decision to vie for the presidency. While he chafed at and wanted to dispel the notion that he wasn't qualified to run the university because he wasn't enough of a "scholar," part of him agreed with the opinion that an outsider—someone with experience at other universities, someone with new ideas—would be best for Northeastern. Also, Curry worried about the hefty time commitment the job would require, about how it would affect his wife and children.

In December 1988, Curry did an about-face and told the presidential search committee and trustee chair Robert Willis that he wanted to withdraw his name from consideration. He announced to the university community that he would not be a presidential candidate and that he planned to take early retirement.² Around the same time, a *Boston Globe* article reported, wrongly, that Curry was stepping down after being told by a trustee that he was not considered a viable candidate for the presidency.³ Curry said later that no trustee had either encouraged or discouraged his presidential candidacy.

In fact, after his announcement, he received more than 400 letters and petitions—from trustees, faculty members, alumni, and staff—urging him to reconsider. Perhaps more important, the soon-to-be-chairman of the Board of Trustees, George Matthews, hoped that Curry would be in the running. Matthews felt that there was no one else who knew the university as well as Curry. "I believed that he would be the best president," Matthews says.

Another longtime Northeastern employee and presidential search committee member, treasurer Daniel Roberts, also thought Curry should be a contender for the job. As the university's top money manager, Roberts knew,

perhaps more than anyone, that the next few years would not be easy ones for the university. Demographic statistics showed clearly that the pool of 18-year-olds across the nation had been shrinking since the late 1970s, and would continue to do so through the early to mid-1990s, by more than 20 percent. In Massachusetts, the drop was predicted to be nearly a third. And Northeastern, an institution that depended on tuition dollars for close to 90 percent of its operating budget—and that already had an acceptance rate above 90 percent—stood to be hit particularly hard by these trends. Roberts, along with some others who looked warily to the future, thought it would make sense to have a leader who knew the university from the bottom up—someone like Curry—when it came time to make the tough decisions that seemed unavoidable.

By April, Curry had quietly thrown his hat back into the ring. For months—indeed, until the announcement of Curry's selection as president in June—the search committee kept Curry's candidacy confidential, as they did for the other candidates for the job. But talk of his reemergence as a candidate continued to circulate widely on the campus rumor mill.

Handling the presidential search were two committees: a 13-member presidential search committee including faculty members, senior administrators, support staff, students, and alumni, chaired by business professor Frederick Wiseman; and a 7-member trustee committee, chaired by Thomas Cargill, senior partner of Cargill, Masterman & Culbert, and vice chair of the Northeastern University Corporation and Board of Trustees.⁴ A consulting firm was also hired to aid in the search and, as the search progressed, the committees began meeting together as the Presidential Nominating Council.⁵

During the search, faculty members continued to air their concerns about the "secrecy" of the process and to talk about what they wanted in a new president. The Faculty Senate urged in November 1988 that it be given regular progress reports on the search, that faculty members be able to meet with short-listed candidates in open meetings, and that candidates have a distinguished record in teaching, scholarship, and research.⁶ In January 1989, psychology professor Helen Mahut, speaking at an open meeting about the presidential search, called for nothing less than a "Renaissance man or woman" to run Northeastern. "We're looking for a genius," she stated.⁷

In the meantime, once Curry got back in the running, he pulled out all the stops in his determination to succeed, as he'd done as a teenager, a young college student, and in his successful career as a university administrator. He enlisted several colleagues—Charles Coffin, his executive assistant; Frank Farinella, his special assistant; and Arthur Smith, associate provost—as a kind of campaign team to help him win the job. The group compiled

briefing books on a host of university issues and held mock question-and-answer sessions to help Curry prepare for interviews with the search committee. “We would go off in the night and practice the questions I would face,” Curry says. “We would practice responsiveness, being focused. I was like a politician running for office. Once in the race, you don’t leave anything to chance—you prepare.”

The national presidential search drew more than 200 candidates. The four finalists included Curry; Bernard Harleston, president of City College of New York; Joseph Duffey, chancellor of the University of Massachusetts at Amherst; and Margaret McKenna, president of Lesley College in Cambridge.⁸ Near the end of the search, Curry and Harleston emerged as the top candidates.

Both the search committee and the trustees debated long and hard over which individual would be the best president for Northeastern. The search committee forwarded all four names to the trustees, who made the final choice. While many trustees favored Curry, others were doubtful. According to several trustees who served at the time, some on the board questioned the search process, arguing that all the candidates had not been interviewed extensively enough and that references were lacking in some cases. Still, when a vote was taken on Friday, June 9, the board was unanimous: Curry would be president. The decision was announced at the June 12 meeting in Blackman Auditorium.

But the issues that had surfaced during the search bubbled over immediately. Just before and immediately after the June 12 meeting announcing the board’s choice of Curry, the Faculty Senate met in emergency session and voted “no confidence” in the search process.⁹ The group issued a statement saying that the Board of Trustees “has failed to choose a president with nationally outstanding academic qualifications.” They also maintained that the search process had “minimized and frustrated faculty input, participation, and review.” They expressed dismay that they had thought for months that Curry wasn’t a candidate, only to learn that he was being chosen the next president.

The Board of Trustees defended its choice in the *Northeastern University Edition*. “The Board of Trustees elected the individual who could best enhance Northeastern University’s position as the world leader in cooperative education, while at the same time continu[ing] to develop the academic excellence of the university,” said board chair Willis in the June 15 issue.¹⁰ “That individual is Jack Curry.” The July 13 *Edition* reported that the trustees held a special meeting June 23 to discuss faculty concerns about the presidential search process.¹¹ In fact, the meeting covered not just faculty concerns but questions among some trustees about the way the selection had been made, according to

several board members. After some debate, the trustees voted unanimously in the end to reaffirm Curry's selection.

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Curry himself, although concerned by the faculty opposition to his presidency, felt bolstered by the fact that the presidential search committee and the board had chosen him as their candidate. "I felt I had been duly elected," Curry recalls. "Never at any time did I feel that the majority of the faculty was against me."

In the spirit of achievement he'd demonstrated since his youth, Curry was determined to prove his detractors wrong. He took seriously the Faculty Senate's vote of "no confidence" in the search process and vowed to himself to become a president who would be deeply respected for improving academics at Northeastern and more than just a very capable manager.

"I am what I am," he told the *Boston Globe*. "I think I do what I do pretty well, and it's up to me to prove to these people that I can be a commanding leader."¹²

At the June 12 meeting in Blackman Auditorium, speaking to the hundreds who stayed to cheer his selection, Curry made it plain that he was going to work hard for Northeastern and not let criticism dampen his enthusiasm.¹³ He spoke of the importance of focusing on "the individual student's academic achievement, career development, and social and intellectual growth." He said the co-op department must be strengthened and that he wanted to see co-op counselors spend more quality time with students. He talked about choosing specific areas of excellence in academics. "The university cannot be all things to all people," he cautioned. "But what we lose in breadth will be made up in depth."

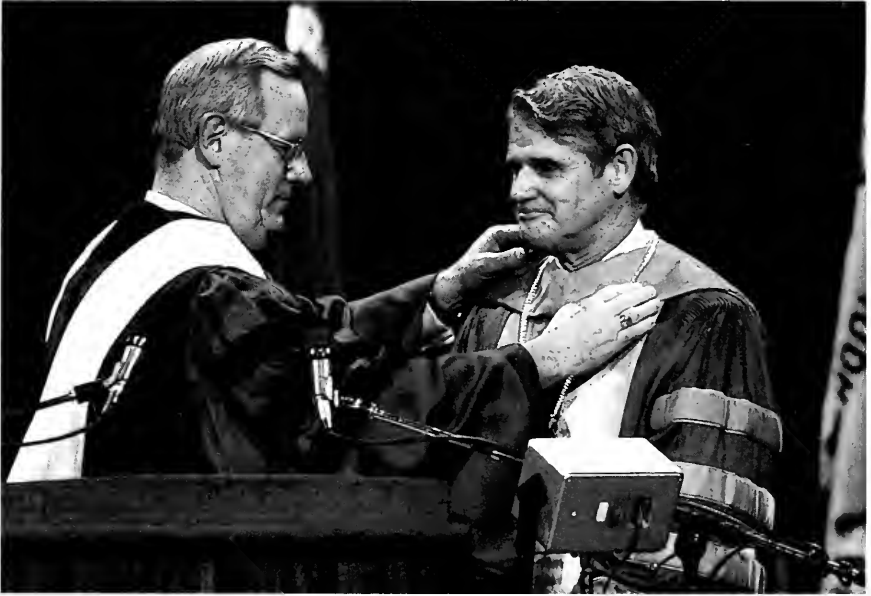
He added, "As president, I'm going to hit the ground running and I want each of you to be there running with me. . . . Let's roll up our sleeves and—together—get on with the job."

As it happened, Curry would indeed "get on with the job."

At his inauguration ceremony several months later, in a spiffed-up Matthews Arena, Curry sounded several grand themes, speaking eloquently and often movingly of the importance of education in a democracy.¹⁴ He decried what he called the nation's growing tendency to resign from the business of democracy, to blame government and politicians for problems such as violence, drug use, struggling public school systems, environmental contamination, and poverty. "To point accusatory fingers only at government is to direct attention away from 'we the people,'" Curry said. "It is time 'we the people'

spent less time decrying government's failures and more time posing questions to the face in the mirror."

Curry went on to call for the higher education community to demonstrate what true citizenship in a democracy means. He urged that Northeastern as well as other colleges and universities help rebuild public schools so that children would be better prepared to become successful college students and concerned citizens. He suggested that universities help public schools



Trustee Chair George Matthews, left, places the presidential lavalier around Curry's neck at his December 1989 inauguration.

by making available their resources, facilities, and faculty and student talent. And he pledged to make Northeastern a better neighbor in the community and to give scholarships to 100 Boston schoolchildren, if they successfully completed high school.

He also stressed how important it is for universities to be committed to tolerance, inclusion, and the free exchange of ideas.

Over the next few months, and continuing through much of his presidency, Curry made good on his commitment to the local schoolchildren and to tolerance and inclusion on campus. And, although he didn't relish the task, he led the university through what was to be the rockiest period of its history, the years of enrollment downturns in the early 1990s. He would be forced to pare down Northeastern's faculty and administration, to institute hiring freezes, to

delay salary increases, and to put off desired improvements. And in what would be the most difficult act of his career, he had to lay off close to 200 Northeastern administrators and support staff, many of whom he knew personally.

And yet, given the obstacles, the university would make substantial gains during Curry's presidency. Time and again, Curry would speak of his goal of making Northeastern a smaller, better institution. While the undergraduate population would be trimmed from 15,000 to 11,000 over the seven-year period during which Curry served, students' SAT scores would rise dramatically, by more than 65 points.¹⁵ Northeastern would move up significantly in the Carnegie rankings of colleges and universities to a "Research II" university, one of only 135 in that category nationally.¹⁶ A \$100 million building and renovation campaign would change the physical landscape of the campus. Twenty-seven new academic programs would be initiated and key new faculty members would be hired. Fundraising campaigns would bring in millions more than ever before. The campus would see the development of a university-wide computer system, and visitors such as First Lady Barbara Bush and President Clinton would focus national attention on the underdog on Huntington Avenue.

One trustee who initially had reservations about the presidential search process—Arnold Hiatt, former chairman of the Stride Rite Corporation and later chairman of the Stride Rite Foundation—says he came to admire Curry more than many of his staunch defenders. "Jack was the perfect president," he says. "His skills, and his understanding of the university at a time of crisis, allowed Northeastern to meet its challenge. And it was no small challenge. Jack did make it a better, smaller university, and he deserves credit for that."

Perhaps more important, many of the faculty members who had so openly opposed Curry's selection as president would come to see that not only did he care about making Northeastern academically stronger and recasting the university as it moved toward its second century, he accomplished what he had set out to do.



President Curry (right) chats with provost Michael Baer (center) and Wesley Marple, Jr., chair of the Faculty Senate's agenda committee, on the Blackman Auditorium stage before the start of the 1990 annual university-wide meeting.

New Leaders for a New Era

AS CURRY BEGAN HIS PRESIDENCY IN SUMMER 1989, he knew that Northeastern would have to be reshaped dramatically. Change was inevitable, partly because the university had a new leader at the helm, but also because of the tough financial times in the nation and particularly in New England, where most Northeastern students came from. It was a period marked by corporate downsizing, layoffs, and increased demands on workers. It was also a time of shifting demographics, when the number of 18-year-olds was dropping precipitously, boding trouble for Northeastern.

Given the bleak economic forecast, Curry decided it was essential to create a leaner upper administration. As his first order of business, he set about creating a new leadership team that he hoped would effect positive change despite what looked to be a period of retrenchment for the university.

Curry had the added job of having to prove to the skeptics that he would not be a “parochial” president, unable to develop a truly new vision for the university. He knew that bringing “new blood” into top positions would allow him not only to tap into new ideas but also to supplement his own strengths with the talents of others.

“Jack was looking to complement himself,” says Robert Culver, whom Curry brought in as university treasurer in November 1990. “Jack didn’t need somebody inside; he needed people with new ideas, new skill sets. It was also politically and communally advantageous to bring people in from outside, because the university, as well as the board, was longing for new blood.”

Says Curry, “In effecting change and in putting together a new team, I had the complete support of Chairman Matthews, and for that I will be forever grateful. Throughout my entire term, I was fortunate to be partnered with an outstanding leader of our board.”

Within a year-and-a-half of becoming president, Curry brought in Culver as well as a new provost, Michael Baer. Both came from outside Northeastern; both arrived with new ideas for how to retool and accelerate the university's engine. With Curry, they formed a triumvirate that would prove a lean but highly effective leadership team. Curry also substantially revamped the rest of the university's senior management, slashing the number of vice presidents nearly in half, from 13 to 7 by January 1992. Moreover, Curry made a number of other key appointments that would augur well for the university in admissions, financial aid, student affairs, public relations, and government relations.

Curry's decision to substantially reduce the number of vice presidents was aimed at more than simply streamlining operations. He also knew that, with financial belt-tightening emerging as an all-too-likely reality, it would be important symbolically and only fair to make reductions not just among administrators, weekly staff, and faculty, but among senior officials as well.



Provost Michael Baer

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By cutting the number of vice presidents, Curry was able to concentrate power in the hands of several very able individuals. Perhaps nowhere was this more evident than in the provost's position, which Curry had promised in his first major university speech to make the "number two" post at Northeastern, as it is at many of the nation's leading universities. In his September 1989 speech, he called choosing the provost—a move that would highlight the importance of academics at the university—"the most important decision likely to be made during my term as president."¹

As a number one priority, Curry felt it was essential to bring stability to the provost's position. By definition, the provost was the university's top academic officer, the person who set academic and research policy, who supervised all academic programs, and who advised the president on all faculty-related matters. Previously, the post had seen far too much turnover. In its first 90 years, Northeastern had had just five presidents, yet in the 14-year period prior to Curry's appointment, the school had gone through seven provosts, three of them acting.² At the time of Curry's selection as president, Robert

Lowndes—on leave from his regular job as arts and sciences dean—had been interim provost since July 1988.

In summer 1989, Curry was determined to conduct a national search and hire a provost who would commit to staying at Northeastern for three to five years and help steer the university on a path toward stronger academics and a greater scholarly reputation. A search committee was formed in July; by September, the committee was reviewing applications with the aid of a search firm, and Curry told the university community that he expected to find a provost of “great distinction” possessing “impeccable academic credentials.”³ Curry stayed closely involved with the search throughout the process, actively soliciting applicants himself and carving out time to meet with them around the country.

Of a field of 65 candidates, 3 were chosen to make campus visits the following March. A clear favorite emerged: Baer, who had served 22 years at the University of Kentucky, 8 of those as arts and sciences dean. Given his long tenure at Kentucky, it was obvious that Baer could make a substantial time commitment to one institution. In addition, faculty were impressed with Baer’s open style and the fact that he had experience at Kentucky tightening admissions standards, an issue in which the Northeastern faculty was deeply interested.⁴

For his part, Curry—who met with Baer several times off-campus during the spring and summer of 1990—liked that Baer was focused, congenial, and a good listener, someone who promised to be an effective consensus builder as well as a strong academic leader. He also recognized that Baer had administered a complex college at Kentucky and had a solid background in academic planning.

Baer himself was a bit skeptical. Although he was looking to move forward in his academic career, he wanted to make sure he chose the right job. He’d first seen the Northeastern provost’s position advertised in the *Chronicle of Higher Education* and—having never heard of the university—rejected the idea of applying. A few weeks later, he got a letter from the search firm working for Northeastern, asking if he would consider the job. He made some inquiries about Northeastern among his colleagues at Kentucky. Some had heard of individual Northeastern professors and knew them to produce high-quality work. That piqued Baer’s interest.

In the coming months, Baer would meet the faculty himself and agree that most were of high caliber. And he came to find out why he hadn’t heard of the school: because, several Northeastern professors told him, there hadn’t been a tradition of encouraging faculty to participate in national

academic forums or meetings. Promoting that sort of participation later became a top priority for Baer.

Another of Baer's concerns was the quality of the student body. The average SAT score among freshmen who had entered Northeastern in fall 1989 was 889; that average included students in the university's Alternative Freshman Year program, which accepted students who hadn't yet met the overall grade average or SAT requirements of one of the basic colleges, but who showed some measure of success or promise in their high school records.⁵ During Baer's campus visit, a number of faculty members had made clear their dismay at Northeastern's less-than-stellar academic reputation. But Baer felt that the student body, although not topnotch, was at least solid. He decided to take the job and was named provost in April; his appointment became effective August 1, 1990.



Treasurer Robert Culver

Curry made another major hire when he brought in Culver, another outsider, as treasurer. Longtime treasurer Daniel Roberts had announced his retirement in September 1988, although he stayed on as a financial consultant for several more months, as Edmund Deltano, vice president for finance, took over the treasurer's functions on an acting basis. Deltano also planned to retire but agreed to remain for a year to help to identify a successor.

Curry handled the search for a new treasurer himself between the spring and fall of 1990, with help from Deltano and an advisory committee. Although the search was national, Curry chose someone from Boston. Culver had just spent five years as a health care expert at the Boston consulting firm of Coopers & Lybrand; before that he had held administrative roles at the Massachusetts Bay Transportation Authority and in the Cambridge public schools.

Other than the Boston connection, though, the choice of Culver wasn't necessarily a logical one for Curry. While Curry had been reasonably sure about Baer right off the bat, he didn't quite know what to make of Culver—solid as a fullback, bristling with energy, unafraid to speak his mind. Curry found Culver charismatic and could see that he was churning with new ideas but worried that he didn't have the traditional background of a college financial officer.

According to Culver, his own interest in Northeastern came from his desire to work for the public good, either in higher education or in health care,

and from his eagerness to take on a new challenge. And he had high regard for Northeastern. “I knew it as an institution that did good things for students,” he says.

Before Culver was hired, he and Curry met several times, engaging in long discussions about Boston’s two great industries, education and health care; about different educational models for universities; and about how co-op could be the wave of the future. In the end, Culver’s aggressiveness, his ideas about education, and his desire to help improve Northeastern convinced Curry to make the hire. Culver started work in November 1990.

In retrospect, Culver says Curry’s leap of faith in hiring him shouldn’t be underestimated. “He took huge risks, with me and with a couple of other people,” Culver admits.

But Curry, Culver, and Baer all agree that, with their different strengths brought together, the leadership team worked extremely well. Baer put it this way: “Any two of us couldn’t have done it; it took all three. Jack’s strengths were knowing the campus and its history inside out, and knowing the players—the staff, the faculty, the board—and understanding the political environment in the Boston higher education community. Bob brought his ability to think through systems, and ways in which corners could be cut without hurting anything on the business side of the house. I think what I brought was the ability to work with the faculty, to understand how one needs to communicate with them.”

...

With the hiring of Culver, Curry’s senior vice presidential ranks were complete. He now had three senior vice presidents: Baer, Culver, and Eugene Reppucci, Jr., senior vice president for development, who had been elevated to that position by Ryder in January 1985 and whom Curry held in high regard.

Curry’s next step was to pare the vice presidential ranks. In January 1991—the same month he was forced to announce Northeastern’s first-ever large-scale layoffs—Curry eliminated four vice presidential positions and transferred most of the functions in those areas to either himself, Baer, or Culver. The goal, he said at the time, was to streamline the senior administration in a period of declining enrollments and to establish a more sensible reporting structure.⁶



Senior Vice President for Development Eugene Reppucci, Jr.

Curry also closed the Office of Administration, located on the first floor of Richards Hall, which had included himself as executive vice president; Philip Crotty, senior vice president for administration; vice president for administration Christopher Kennedy, who had retired in June 1989 after serving under both presidents Knowles and Ryder in a variety of roles; Phyllis Schaen, dean of administration; and Humberto Goncalves, dean of administrative services. Curry abolished his own post of executive vice president when he



Janet Surette (right), President Curry's longtime executive assistant, meets President Bill Clinton prior to Northeastern's 1993 commencement ceremony. Clinton is flanked by President Curry (left) and trustee chair George Matthews.

became president; Crotty's position was eliminated and he returned to teach in the College of Business Administration; Kennedy's position was never filled; Schaen kept her title and continued to oversee several administrative units from the president's office in Churchill Hall; and Goncalves went on to serve in various roles in the admissions, provost's, and budget areas.

Curry had brought one other person to Churchill with him early in his administration, naming Arthur Smith to the new position of director of operations in September 1989. Smith's role was to resolve conflicts and foster cooperation between academic and administrative departments and to act as a resource and adviser to the president. Smith, who had already worked closely with Curry on his strategic planning implementation team for two

years, had served on the academic side of the house since 1978, first as a dean in the College of Education and later as an associate provost. He retired in January 1991.

Another important resource for Curry was Janet Surette, who had worked for Curry since she began as a secretary at Northeastern in 1979. Surette served as Curry's executive assistant when he was executive vice president, as well as through all the years of his presidency.

A major goal of the reorganization, Curry told the faculty/staff newspaper early in 1991, was to place any units that handled direct services to faculty and students in the academic affairs area. Consequently, several such areas that had been directed by Crotty—admissions, student affairs, the registrar's office, and Northeastern University Press—were moved to Baer's jurisdiction. Residential life was placed under Karen Rigg, who had been named dean of students the previous summer and who reported to John O'Bryant, vice president for student affairs. Curry took over human resources management for several months, later entrusting it to Culver's purview. Other areas Crotty had directed—administrative computer services, Lane Health Center, and financial aid—also went to Culver. Schaen oversaw a handful of areas as well, including public safety and athletics.

Curry also eliminated the position of vice president for human resources management when Philip LaTorre, who had held the post since July 1986, retired in June 1991. At that point, Katherine Pendergast, who had been a strong second-in-command of that unit since 1972, assumed its leadership single-handedly as dean and director of human resources management. Pendergast would later be promoted as her unit's vice president after she had successfully devised and executed a plan to ease the painful experience of the layoff of nearly 200 employees in early 1991.

Another vice presidential position—senior vice president for academic development—was cut when Karl Weiss, who had been named to the post in fall 1988, retired in early 1991. Weiss had boosted Northeastern's status as a research institution; also, since fall 1989, he had served effectively as interim vice president for cooperative education, during which time he helped revamp tenure policies in the division.



Katherine Pendergast, vice president for human resources management

Curry eliminated two more vice presidencies when the individuals in those positions left the university. When Deltano retired in late 1990, the duties of vice president for finance were assumed by the two remaining top financial officers of the university, the treasurer and the vice president for business. The business functions of the university continued to be managed effectively by John Martin, vice president for business, and William Kneeland, comptroller. Curry also cut the position of senior vice president for government relations when James King left that job in June 1991.

As Curry streamlined operations, he also undertook a successful effort to introduce more women and minorities into top-level positions. Pendergast was named a vice president in 1993; but Curry had already named two other women to vice presidencies. In May 1991, he announced the appointment of Northeastern's first woman vice president, Jane Scarborough, as leader of cooperative education, succeeding Weiss. Associate dean of the School of Law since 1988, Scarborough was tapped from a field of 80 applicants. Scarborough would prove effective in shepherding the co-op division through the difficult period after which tenure had been curtailed and in her promotion of teamwork; she would also endeavor to improve relationships among faculty, students, and co-op employers.

In October 1992, Curry named another woman and an African-American man to vice presidential posts.

Rigg, who had been dean of students under student affairs vice president O'Bryant since summer 1989, was named vice president in the wake of O'Bryant's unexpected death in summer 1992. O'Bryant had made significant contributions in the student services area, particularly in providing support for minority students; Rigg would establish herself as a leader worthy of her predecessor, especially in her strong and close interactions with students.



Jane Scarborough, vice president for cooperative education



Karen Rigg, vice president for student affairs

George Harris, who had worked at Northeastern since 1978, most recently as director of administrative computer services, was named vice president for information services. He became the second African-American, after O'Bryant, to hold a vice presidential post at the university. It was Harris who would later spearhead the process of wiring the campus, giving students, faculty members, and staff high-speed access to the Internet.

• • •

Several other appointments Curry made, although not at the vice presidential level, proved central to the university's success in a number of areas.

To bolster Northeastern's public profile as well as its internal communications effort, Curry chose Charles Coffin as director of university relations. In Coffin, Curry found someone who could not only direct several areas—public relations, publications, the alumni magazine, the faculty/staff newspaper, photography, and special events—but also serve as his speechwriter and adviser.

A Northeastern employee since 1979, Coffin had led government relations under President Ryder and developed a strong working relationship with Curry in the late 1980s as part of his strategic planning team. When Coffin took over university relations, he and Curry developed an aggressive communications strategy that would lead to a dramatic increase in Northeastern's visibility in the local and national media and would garner many national awards for both the alumni magazine and the in-house newspaper.

The newspaper, originally called the *Northeastern University Edition* and renamed the *Northeastern Voice* in spring 1990, presented detailed accounts of many of the issues challenging the university during the economic difficulties of the early and mid-1990s. On the front page, the campus community could read about enrollment declines, layoffs, complaints about tuition



George Harris, vice president for information services



Charles Coffin, director of university relations

increases, and other controversial issues. The publication also highlighted faculty research, innovative classroom strategies, and other items of interest such as sports, Northeastern trivia, and information about the larger world of higher education.

Some administrators felt the newspaper went too far—that it was stirring up trouble, or that it would cause parents visiting campus to think twice about sending their children to Northeastern. But Curry and Coffin believed that it was better to keep lines of communication open about the tough issues facing the university, and to involve the entire university community in the hard work of addressing those issues.

Northeastern's alumni magazine moved in a similar direction. It featured compelling articles about campus issues and topnotch writing that led to increased readership, major national awards, the willingness of many alumni to pay a subscription fee for what had previously been a free publication, and a new advertising program. Together, subscriptions and advertising generated nearly \$70,000 beginning in 1993–94; by Curry's last year as president, just two years later, revenues topped \$200,000.⁷

Northeastern's media relations efforts, led by Coffin and Mary Breslauer, who came to Northeastern in June 1991, also grew significantly under Curry. References to Northeastern in the media increased more than fourfold between 1989 and 1996.⁸ Janet Hookailo, assistant public relations director under Curry, who would go on to become director of the area and, eventually, acting director of the university's overall communications effort, says the strategy was to be proactive: to build relationships with higher education reporters, as well as reporters on other "beats" that could be relevant to Northeastern, and to identify prominent faculty members who could speak as "experts" on topics in the news. For example, two Northeastern professors—sociology's Jack Levin and criminal justice's Jamie Fox, who collaborated on studies of serial killers and mass murderers—had made headlines throughout the 1980s and achieved even more fame during the 1990s. Other faculty members sought after by reporters included, among many, the law school's Richard Daynard, who often commented on smokers' efforts to sue tobacco companies, and Richard Lapchick of Northeastern's Center for the Study of Sport in Society.

Efforts were also made to place Curry himself in the news. Consultant Frank Dobisky was hired to introduce Curry to key national reporters and talk about Northeastern's "smaller but better" strategy. The work paid off: In October 1994, on the front page of its "Marketplace" section, the *Wall Street Journal*

ran an article emphasizing Northeastern's success in handling its painful downsizing.⁹ Two weeks later, the *Chronicle of Higher Education* ran a similar story.¹⁰ Articles also appeared in the *Boston Globe* and the *Washington Post*. Says Hookailo, "Stories like that are worth tens of thousands of dollars each in free advertising."

In another key appointment, Curry named Thomas Keady director of government relations in June 1991.¹¹ Previously, Keady had worked under King, directing city relations since 1987, but Curry decided that the increasingly critical impact of local, state, and national government actions on the university's operations warranted that Keady report directly to the president. Keady turned out to be another valuable asset in Curry's administration. He eased long-simmering tensions between Northeastern and some of its Fenway neighbors and fostered fruitful relationships with city, state, and national leaders that benefited the university in terms of public visibility, political clout, and impact on public policy. His most notable achievement was to help Curry secure a \$15 million federal grant for construction of a new science and engineering building at Northeastern.

Another critical player in Curry's administration was Daryl Hellman. An economics professor at Northeastern since 1972, Hellman had first come to the provost's office in 1988, during the Ryder years, when she worked for then-provost Lowndes as vice provost for faculty affairs and student relations. Baer made her executive vice provost in 1991. Hellman, both Curry and Baer agree, was a crucial asset for the university during the downsizing period because she was so effective in helping colleges, departments, and individual faculty members cope with change. Says Baer, "Her contributions in understanding the academic side of the university, and eventually the broader university, and her skills with people, were some of the key things that made the



Thomas Keady, director of government relations



Daryl Hellman, executive vice provost

downsizing work. She is probably the one administrator who had 100 percent trust from faculty members.”

...

Of all the administrative changes Curry made, none was more necessary than the transformation that took place in the admissions area.

At the time Curry became president, the Faculty Senate and the deans were deeply upset about the university's essentially open undergraduate admissions policy. Through the 1970s and 1980s, Northeastern's acceptance rate had crept up steadily, from about 70 percent in the 1960s to more than 90 percent by 1989. In addition, the Alternative Freshman Year program, which every year admitted several hundred students who were deemed initially unable to handle work in one of the basic colleges, had mushroomed in size between 1985 and 1989, from 421 students, or 11 percent of all freshmen, to 651, or 17 percent. Total freshman class sizes had hovered between 3,500 and 4,000 through the 1980s. At the same time, graduation rates had remained in the low—40 percent range through the decade; in 1989, for example, only 41.5 percent of those students who'd begun school five years earlier were graduating.¹² On top of that, faculty complained that the wide range of abilities of students coming to their classrooms—some were top students, others were marginally acceptable college students—was making it hard for them to teach successfully.

Worse still, by fall 1990, the combination of a struggling economy and a dwindling pool of 18-year-olds hit Northeastern with full force. The number of high school graduates nationwide fell by 19 percent between 1976 and 1989; in New England, the numbers dropped by more than 25 percent.¹³ And projections showed that New England would face a greater erosion than the rest of the nation into the early 1990s; according to U.S. Census statistics, the numbers would not grow significantly until the late 1990s.

While Northeastern enrollments had been falling slowly since 1981, and while officials expected even smaller numbers in fall 1990, the magnitude of the loss was staggering and unexpected. Freshman enrollments dropped a whopping 28 percent in a single year; indications were that they would drop even further in fall 1991.

Curry was sometimes personally attacked for Northeastern's admissions policies, because he had been Ryder's top lieutenant during the years when selectivity had dropped, and because, before that, he had been in ad-

missions himself. Through the 1970s and 1980s, many Northeastern officials, including Curry, saw larger incoming classes as a sign of the university's commitment to accessibility. And, as Baer points out, that sustained period of growth helped Northeastern build up a substantial physical plant that would serve it well in lean times.

Still, Curry later came to believe that he and other administrators had essentially followed the path of least resistance. "It was a pattern of the times during the 1970s and 1980s to keep growing the numbers, with not much concern about customer satisfaction and the way we were perceived," he says. The university came to be seen by many high school guidance counselors during those years, he adds, as factory-like, impersonal, and not caring enough about its students. "Even though we saw some of the decline coming," he says, "there was no longer-range enrollment plan that was different from 'Let's keep the numbers up to support next year's raise, next year's budget.'"

Northeastern's enrollments and student profile were affected by other factors as well. Through the 1970s, the overall quality of high school seniors was diminishing. Also, with fewer 18-year-olds in the market for a college education, schools with better academic reputations than Northeastern began to lower their own admissions standards to keep their numbers up, thus dipping into Northeastern's pool.

Moreover, the university faced increasingly strong competition from the growth of other universities, colleges, and community colleges in the Boston and New England region, particularly the University of Massachusetts system, which, like Northeastern, had as its mission providing an affordable college education for Boston-area middle- and lower-class students. Northeastern also faced stiffer competition in the adult education arena, which it had dominated for many years, as other institutions looked to that market to make up for the loss of full-time day students.

Curry knew that Northeastern had to implement an aggressive new enrollment strategy that would fit his vision of a smaller but better Northeastern. He started by focusing on the admissions area. He and longtime admissions dean Philip McCabe agreed that McCabe would become director of alumni relations to bolster that unit, thus creating opportunities for change in the admissions operation.

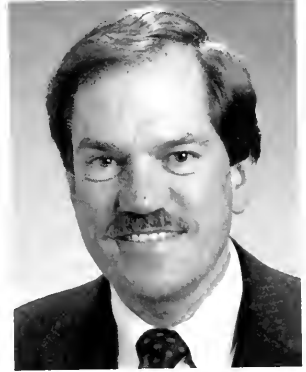
Just before McCabe's departure, Goncalves, former dean of administrative services, had been reassigned to spend four months studying systems and procedures in the admissions office and was expected to make recommendations for changes regarding its day-to-day operations. By July 1991,

Goncalves was named to serve as admissions dean on a provisional basis, a role he filled until Kevin Kelly was hired the following summer.¹⁴ Working alongside Goncalves was a joint faculty/administrative committee, appointed by Baer and chaired by Rigg, that was charged with studying longer-term aspects of admissions office operations.¹⁵

In the end, the soul-searching about admissions led to a complete revamping of that area. One consultant engaged by Northeastern at the time, Jack Maguire, had urged the university to adopt the enrollment management concept. Initiated at Boston College, that concept called for a close working relationship among several campus units including admissions, financial aid, and other student service areas such as housing and student activities, bringing all those areas under the jurisdiction of one vice president. The goal was to stabilize enrollments and build stronger classes. Baer decided that the concept made sense and, in spite of a hiring freeze at the time, pushed through the creation of a new position, vice provost for enrollment management.

In October 1991, Baer hired Peter Stace, who had been dean of admission and enrollment planning at Ithaca College in New York, as Northeastern's new vice provost for enrollment management.¹⁶ When Stace came in, he appointed Jean Eddy, who had been the number two person in financial aid, his second-in-command. In June 1992, he hired Kelly as admissions dean to permanently replace Goncalves. At the time, Kelly was a top official in Boston University's admissions office.¹⁷

Stace would go on to completely overhaul the university's admissions and financial aid functions. John Cipolla, a longtime engineering professor who became chair of the mechanical engineering department in January 1991 and who was heavily involved in Northeastern's strategic planning during Curry's presidency, calls the creation of an enrollment management unit "a major change of inestimable value."



Peter Stace, vice provost for enrollment management



Jean Eddy played key roles in enrollment and financial aid.

Combining admissions and financial aid functions, he says, was crucial to successfully bringing new students to Northeastern because it enabled university officials to target aid to achieve the class profile they desired. “They put things together in an organization that made it much more sensible, much easier to effect change,” Cipolla says.

When Stace left the university in August 1995, Eddy stepped into his role and four months later, after a national search, was permanently named vice provost for enrollment management.¹⁸ A key player in helping Stace modernize enrollment management, Eddy sustained and expanded on that trend.

Perhaps the most important change under the new enrollment management team was that Northeastern’s essentially open admissions policy came to an end, in accordance with mandates from Curry as well as the trustees. Not only was the policy deadly during an economically difficult period with fewer 18-year-olds; but it was also deadly if Northeastern wanted to boost its academic reputation. In order for Curry’s concept of “smaller but better” to become a reality, the university would eventually lower its overall acceptance rate, take in freshman classes ranging between 2,500 and 2,800 instead of close to 4,000, and make strenuous efforts to boost financial aid and retention.

The transformations in admissions—as well as the changes in other administrative areas that brought new leaders to the fore—would prove potent in combating the toxic combination that resulted from the economic downturn and the smaller pool of students that faced Northeastern in the early 1990s. As the scope of the threat to its very survival became obvious, the university would find it necessary to make a host of other changes to keep its budget balanced and move forward with desired improvements. With fewer students, this was the bottom line: Northeastern would have to cut millions from its budget in the early 1990s, while at the same time spending more on key initiatives needed to make the university more selective.

Ironically, no one really knew the magnitude of the storm that was poised to strike Northeastern until it actually hit. As Culver puts it, “You can feel the waves starting to build, the weather forecast would indicate that it’s going to get pretty bad, but you still believe that your boat will do okay.”

As it turned out, Northeastern would, in the end, ride out the storm far better than many might have expected. But the forces that buffeted the university in the early 1990s were to prove a grueling test for Curry and his new leadership team.

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WEDNESDAY, JANUARY 16, 1991

175 nonfaculty layoffs seen at Northeastern

By Anthony Flint
GLOBE STAFF

Northeastern University is preparing to lay off 175 nonfaculty administrators and staff in the next few weeks, campus sources said.

Average enrollments are 28 percent down

Steep drop in arts and sciences, business

at dropped 297 students, or 28 percent from 1989 levels, business administration, which fell 294 students, or 40 percent, and the Alternative Freshman Year program in University College, off 129 students, or about 20 percent last year.

The steepest declines in undergraduate enrollment were in business administration, down 510 or about 14 percent; engineering, 271 students, or 27 percent; and arts and sciences, off 267 students, or 6 percent.

Registrar's

THE NORTHEASTERN Voice

January 17, 1991

A newspaper for the faculty, staff, and students of Northeastern University

University announces 175 non-faculty layoffs

Costs eliminated in austerity move

...near a chance

Surviving Tough Times

AS HUNDREDS OF MEMBERS of the Northeastern community filed into Blackman Auditorium on January 17, 1991, for a special address from President Curry, a surreal quality of foreboding hung in the air, far different from the eager anticipation that had greeted the announcement of Curry's presidency 18 months earlier. While many had long known that the university was facing lean times, they had learned just the day before—through an article in the *Boston Globe*—that a large-scale layoff would occur at Northeastern for the first time ever. Clearly, Curry intended to address the job cuts in his speech.

It was shocking news for a place that was often referred to by its workers as a “mom and pop” operation—“the Northeastern family.” Scores of individuals had served the university for decades, a testament to the quality of its work environment. Indeed, the university had a reputation in Boston as being a good place to build a career, an organization that cared about its employees. How could layoffs happen at a place like this?

But they were happening. A somber Curry took the podium and began to talk about the “cruel irony” of a severe recession hitting at precisely the time of the most precipitous decline in the number of college-age students in the nation's history. “Northeastern is by no means alone among colleges and universities in having to face hard times after at least fifteen years of uninterrupted growth,” he said. But, he added, because Northeastern was one of the largest universities in the country, “the impact of economic cycles [on the university] is disproportionately large, swift, and visible.”¹

The audience listened, silent, as Curry apologized for not having had the chance to explain the university's troubles himself before the *Globe* article appeared.

Then he outlined the situation. Enrollments were substantially down: overall undergraduate enrollments were off by 10 percent, and—the real shocker—freshman enrollments had dropped by 28 percent in the fall. Winter enrollments were 21 percent lower than the year before. Steps that had been taken over the past several months—delaying salary raises, establishing a hiring freeze, cutting nonsalary budgets—saved \$11 million but still would not be enough to balance the budget. In fact, taking into account absolute necessities, such as investments in technology, financial aid, library acquisitions, and salary-raise pools, the university would face a \$17 million deficit in its 1991–92 budget if it didn't move immediately to correct the situation, Curry said.

To offset the projected budget gap, Curry described how he would reduce the number of vice presidents, further shave nonsalary budgets, and continue the hiring freeze. And, he added, “It is with deep sadness and great reluctance that I am ordering a 175-person reduction in administrative and support staff during the next four weeks.” The move, he said, would reduce the university's work force by more than 7 percent and would save \$7 million. As Curry neared the end of his address, noting that “the challenge of the next several weeks will be the toughest and most painful yet in creating change at Northeastern,” his voice broke.

Employees looked grim as they left Blackman. Many shook their heads when reporters for the *Northeastern Voice* asked them to comment. But several said that, while they certainly weren't happy about the layoffs, they recognized that it needed to be done. Commented one employee of Curry's decision, “What else is he going to do?”

...

As Curry had said, Northeastern was not alone in its troubles. Indeed, colleges and universities from California to Connecticut were facing similar budget crises. After a period of rapid growth in the 1980s, institutions of higher education began to feel the effects of a nationwide drop in the number of high school graduates,² which fell from a high of nearly 3.2 million in 1976 to 2.6 million, a 19 percent decrease, by the year Curry came to the Northeastern presidency, and which didn't increase until well into the 1990s.³ In Massachusetts, the numbers were even bleaker, falling from 75,000 to 56,000 between 1980 and 1989, a drop of more than 25 percent;⁴ at their lowest point in 1993–94, the Massachusetts numbers would drop even further, to 48,000.⁵ To make matters worse for colleges across the state, a sluggish economy damp-

ened endowment performance and alumni giving; insurance costs rose; and, for some schools, deferred maintenance could no longer be put off. At the same time, higher education institutions had to back off from double-digit tuition increases as the economy slowed and parents questioned skyrocketing costs. Also, both state and federal financial aid decreased, and the federal government cut back research funding.

Institutions responded to the financial squeeze with tactics such as administrative restructuring, salary freezes, travel restrictions, and early retirement plans. Later, they would move to layoffs and, in some cases, department closings.

One of the first institutions to feel the pinch, endowment-rich Stanford University, announced in February 1990 that it would slash its budget by \$22 million, or 13 percent,⁶ in large part by laying off about 400 nonfaculty workers by September 1991.⁷ Faculty and students complained—some even staged sit-ins—but Stanford's then-provost, James Rosse, insisted that the prestigious university must make hard choices in order to keep the books balanced.

Stanford's peer schools faced similar difficulties. In 1989 and 1990, Columbia dropped its linguistics and geography departments and closed its School of Library Science, one of the oldest in the country.⁸ In 1991, a group of 26 professors threatened to resign their positions as department chairs if there were further budget cuts in arts and sciences.⁹

Yale, facing an \$8.8 million budget deficit in 1991, slashed budgets by 12 percent, eliminated several varsity sports, and cut 300 jobs.¹⁰ At the same time, the school faced thorny labor negotiations with nonteaching staff, while graduate students moved to form their own union. The bitter controversy eventually resulted in the resignation of the provost, the dean of the undergraduate college, and the university's president, Benno C. Schmidt, Jr.¹¹

Other institutions made hard choices, too. Dartmouth, Brandeis, Smith, Wesleyan, Bowdoin, and the Universities of Connecticut, Kentucky, and Pennsylvania—to name just a few—faced substantial deficits that required painful budget cuts, delays in maintenance programs, the elimination of some sports, and, in some cases, layoffs.

Among institutions of higher education, Northeastern faced troubles that were particularly acute for several reasons. For one thing, the recession slowing the nation as a whole was even more severe in Massachusetts. Between 1988 and 1991, according to Northeastern economist Paul Harrington, the Commonwealth lost 365,000 jobs—an 11 percent decrease. Harrington

calls it “the worst period of job loss in the history of the state going back to the Great Depression.”

But Northeastern fared worse than many other Massachusetts schools because the recession, which resulted in a major loss of manufacturing and construction jobs, hit hardest among families of moderate-income levels—precisely those families from whose ranks Northeastern had traditionally drawn the bulk of its student body, according to Harrington. At the same time, Northeastern’s tuition and fees had been increasing rapidly; they rose each year between 7 and 13 percent through most of the 1980s, despite the fact that inflation during those years was relatively low, averaging just over 4 percent.¹²

Because of those tuition increases, student earnings from co-op jobs, which averaged about 165 percent of a student’s quarterly tuition in the 1970s, were covering an average of only 80 to 85 percent of the cost of tuition and fees by the mid-1980s, according to Harrington.

Northeastern’s enrollments were also affected when other colleges and universities with better academic reputations began lowering their acceptance standards to keep their own enrollments up, thus drawing on Northeastern’s pool. But Northeastern, unlike other schools, didn’t have the option of lowering its acceptance standards any further; it was already accepting between 93 and 94 percent of all applicants. In addition, the shrinking pot of federal and state financial aid forced some students to cancel college plans and go to work instead. Others chose less expensive public institutions. Northeastern officials also speculated at the time that the media orgy of publicity about crime in Boston—specifically, the Carol DiMaiti Stuart murder and, less than three months later, the murder of Northeastern freshman Mark Belmore in January 1990, just off campus—might have deterred some applicants. Co-op, too, was affected by the ailing economy. Some companies, as part of their downsizing, cut co-op jobs as well as regular jobs. That sometimes meant that Northeastern co-op students faced tougher job searches, or that they had to accept second- or third-choice jobs instead of top choices. Companies also cut back on tuition reimbursement plans, which affected Northeastern’s part-time and graduate enrollments. Graduate enrollments remained relatively flat during the Curry years; part-time enrollments fell nearly 25 percent, partly because other institutions, which had previously not offered part-time adult education, started to feature such programs.¹³

Taken together, all these factors put Northeastern in substantial jeopardy. Northeastern’s enrollment loss—about 1,000 freshmen in just one year—was the largest of any university in Massachusetts. Northeastern officials

had expected a drop but were shocked at its magnitude. The huge enrollment decline, and subsequent fluctuations, would plague Northeastern's budget through almost all of Curry's seven years as president. "We stabilized undergraduate enrollments only a year before I left," says Curry, who admits that his job was often difficult and challenging. "We were always struggling."

Still, Curry and his colleagues were determined to see the university through what would prove to be one of the most difficult periods in its history. "The challenge," says Curry, "was not only how to stabilize the situation but to continue to use the occasion to transform Northeastern into a stronger academic institution. It was no small task."

• • •

Although early in his presidency Curry couldn't foresee the magnitude of the budget problems, he did know there would be trouble, and he shared that information with the university community well before the announcement of layoffs. Starting in fall 1989, articles in the *Northeastern Voice* spoke of the changing demographics, the projections that the college-age pool was dwindling. The September 1989 freshman class, at 3,833, was already 6 percent smaller than it had been the year before. By May 1990, officials knew that fall 1990 enrollments would drop roughly 25 percent. Late that month, Curry sent a letter to the university community discussing the numbers and imposing a six-month salary and hiring freeze and cutting nonsalary budgets to offset a predicted \$11 million shortfall in the university's \$232 million 1990–91 budget. At the time, Curry called the situation "serious" but "not a crisis."¹⁴

Officials continued to keep a close watch on enrollments—and pored over the budget—through the summer and early fall. Shortly after Michael Baer came on as provost in August 1990, he prepared spreadsheets for Curry showing that the expected 1,000-student drop in freshman enrollments would affect the overall enrollment picture not only in 1990–91 but also in years to come as well, as smaller classes moved through their Northeastern years while larger classes admitted in the late 1980s graduated.

To Curry, it was clear that there was only one way out: Northeastern had to become a smaller institution. Regrowing its student numbers really couldn't be done because it would mean lowering already lax acceptance standards. And that didn't make sense if Northeastern was to improve its quality.

In his opening speech to the university community on September 14, 1990, Curry again spoke of the dismal fiscal realities in Massachusetts and

New England, the drop in the number of high school graduates nationally, and declining federal and state grants and loans for students. Then he outlined the vision he would pursue throughout the rest of his presidency: to make Northeastern “smaller but better.”

He asked the audience, “Are the policies of the past the ones we ought to pursue in the future? Over the past twenty years, the university’s growth in programs, budgets, and employment has been driven by an enrollment and admissions philosophy that has all the elements of the tail wagging the dog. We have welcomed almost all students who meet the basic admissions requirements. . . . I am not now going to second-guess those policies and practices of the past; indeed, I have been their advocate and in some cases their architect.”

But, Curry continued, “Today I call for something very different, and I ask you to join me and support me in a bold, aggressive strategy for the future. The time has come to put the policies of the past behind us. The time has come to take command of our own destiny, so that by the middle of the decade, Northeastern University will be a smaller, leaner, better place to work and study in—a place where academic excellence thrives through quality, not quantity.”¹⁵

Curry then gave details of his plan. He said he would cap freshman enrollments at 2,700 for fall 1991, with the goal of stabilizing enrollments at 2,500 by mid-decade; later that goal would broaden to between 2,500 and 2,800. He said he would limit the 1991–92 tuition increase to no more than 5 percent, while increasing financial aid. And, Curry said, the hiring freeze would continue while raises, delayed since July, would be given on January 1, 1991.

He also said that the university would have to reallocate its resources and limit “unnecessary, redundant, or marginal functions,” and that recommendations for cost savings would be made shortly.

The grim enrollment figures that were confirmed in early October 1990 made clear that the path outlined by Curry the month before was necessary, but not, unfortunately, sufficient. The registrar’s office reported that only 2,730 freshmen had enrolled for 1990–91, a decline of 1,071—28 percent—over the past year. Of the total applicant pool of 10,600, about 10,300 had been granted admission. It was Northeastern’s smallest incoming class in nearly two decades.

The enormity of the enrollment problem prompted Northeastern’s board of trustees to become actively involved as well. In fall 1990, trustee chair George Matthews appointed a special committee on enrollments headed by trustee Neal Finnegan, who later would become trustee chair himself. The

committee worked closely with Curry, Baer, and treasurer Robert Culver to review and make recommendations to the full board concerning future enrollment policy.

In April 1991, the special committee issued a report that concurred with Curry and his colleagues that Northeastern had to boost its selectivity, increase its financial aid dollars, and improve student retention in order to combat the steep enrollment drop. The report also noted that selectivity could be achieved only by improving Northeastern's reputation and reducing the size of the undergraduate student body. Further, the committee noted its strong support for Curry's handling of the crisis.¹⁶



Neal Finnegan headed a trustee committee on enrollments.

Curry says the special committee's endorsement of his downsizing plan was crucial in moving the university forward during a difficult juncture in its history, and he praises Finnegan for his leadership and understanding of the need to reshape Northeastern.

Finnegan agrees that the work of the special committee was helpful during a rough period for the university. "We met with the administration for many hours," he says. "The trustees were gravely concerned about whether the school was going in the right direction, and the committee was basically charged with taking a look at why we had experienced such a sharp drop in enrollment." The result of the committee's work: a strong consensus emerged among Curry, other top officials, and the trustees about how to propel Northeastern past its budget problems in new strategic directions.

...

The goal of "smaller but better" made sense for Northeastern as a long-term strategy, but it wasn't going to solve the university's budget problems in the short run. By November 1990, senior administrators realized that the university's freeze on hiring and predicted workforce attrition for the coming year wouldn't produce enough income to meet expected expenditures. Lay-offs were inevitable.

Through late November and early December, a small group including Curry, Baer, Culver, human resources' Philip LaTorre and Katherine

Pendergast, treasurer Edmund Deltano, controller William Kneeland, and bursar Martin Damian met twice weekly to map out a strategy for handling the layoffs. The group quickly decided that faculty positions would be left intact, because eliminating the jobs of tenure-track faculty would certainly hurt the university's chances of attracting quality professors in the future. Moreover, officials felt they needed to demonstrate to faculty that they would look first to their own ranks when it came to cutting positions.

The group estimated that 175 layoffs would be needed. Curry then directed each vice president to rank positions in his area according to how critical they were to the university's functioning. The goal was to focus on positions, not people. The task was both overwhelming and painful, and took up much of the time of top administrators through December and part of January. But the undertaking had to be handled fairly. For years, Northeastern had tried to act morally with its employees, and now was no time for an exception.

"There were extremely painful moments, but people were trying to do the right thing by the university, and do the right thing by our employees," says Pendergast, who recalls devising the layoff plan during her Christmas vacation in Florida. "Northeastern has long attempted to be a highly ethical place, and that was high in the order of things. For example, we had to decide, were we going to lay off a husband and wife on the same day? No. We decided against that."

She adds, "We were determined to have a fair process for selecting positions, a process that preserved essential functions, minimized disruptions to departments, was responsive to human resources issues and employee morale, and would minimize risk and exposure."

To gather information about how best to handle the layoffs, Pendergast consulted with Boston-area human resources officials at businesses, banks, hospitals, and other institutions. But there were no educational institutions she could turn to for help; Northeastern was the only school in the region facing layoffs. Indeed, after the layoffs were over, and in the years ahead, other troubled institutions turned to Northeastern for advice, Pendergast says.

Working with the ranked lists of positions from each of the vice presidents, Pendergast and other top administrators spent day after day figuring out where to make the cuts. They considered not only the importance of the position but also the race, sex, age, and length of service of those who held the positions, to make sure that no one group would suffer disproportionately. For managers who were responsible for informing individuals that their

jobs would be eliminated, there were training sessions outlining how to break the news and giving information about resources that would be available for those laid off.

On the day individuals were informed of the elimination of their positions—two weeks after Curry announced the layoffs—the university lined up counselors, physicians and nurses, and security personnel to help if needed. No one was “escorted” out of his or her office; that was disrespectful, officials felt, and would not give people a chance to say goodbye. Instead, employees were given the option of leaving that day or staying at their jobs for up to two weeks longer. They were offered generous severance packages with continuing health benefits, an outplacement program, and support in seeking new jobs.

In the end, there was just one legal challenge as a result of the layoffs. Pendergast calls that “a miracle.” In fact, she says, layoffs at other institutions were sometimes handled very poorly and resulted in much bitterness. At Middlebury College in Vermont, for example, where layoffs occurred in May 1991, 17 staff people were called from their offices, driven across campus to a barn where they were told they were being dismissed, handed a packet of outplacement information, and forbidden to return to their offices during working hours.¹⁷ After the incident, more than 400 people staged a campus rally protesting not only what faculty members called the “Gestapo-like tactics” used in making the layoffs but also the fact that many of those dismissed were over age 55, or women, or both.

Pendergast calls the Middlebury layoffs “terrible.” But at Northeastern, she says, “The vast majority of people thought it was very painful, but not unfair. They thought it was handled decently.”

In mid-February, some laid-off employees told the *Voice* that while they had some questions about how the process was carried out and admitted that they were angry and hurt, they also understood that the university was forced to make cuts somewhere. One said, “I guess there’s no good way to be laid off.”¹⁸

The layoffs took their toll not only on those whose positions were eliminated but on those who remained. In the early months of 1991, employees talked among themselves and in the pages of the *Voice* about dealing with “survivor guilt.” Curry himself was not immune. Deciding to proceed with the layoffs had left him with a “tremendous wave of bad feeling,” he says. He had been part of the group of employees who had witnessed and benefited from the university’s growth under Presidents Knowles and Ryder, and he says it

was extremely difficult to “come in as an old member of the family, cutting jobs. I felt a major responsibility to take care of Northeastern people because we always thought of ourselves as family.”

On the other hand, Curry acknowledges, “Perhaps being a veteran of the university community allowed me to understand where the expansion had occurred and where it could be curtailed.” Indeed, many of Curry’s colleagues say that “only Jack Curry” could have pulled the university through the struggles of the early 1990s. Despite his chagrin at having to make painful decisions, Curry was dogged about his responsibilities, both during the layoffs and beyond. “If you’re going to play president, you have to be president,” he says. “Even though it was unpleasant, I was determined to do what had to be done.”

The trustees, impressed with the work of Curry and other top officials in handling the troubles and planning for the future, extended the contracts of both the president and the provost in 1991. Curry, in September 1991, called the three-year contract given to Baer—the first-ever long-term contract given to a university vice president—a “reflection of my high regard and the trustees’ high regard for Michael’s work.”¹⁹ Curry was impressed with Baer’s leadership in harnessing the work of hundreds of faculty members in the creation of a new academic strategic plan; he also agreed with Baer that a three-year contract would enhance long-term stability during what promised to be a difficult period of economic constraints. And when Curry received a five-year contract extension, the trustees’ report said that the president was doing “an excellent job in a very demanding environment.”²⁰

...

As much as the layoffs had stung the Northeastern community, still more pain was in store, because enrollments continued to rise and fall erratically. The university would go on to balance its budget each year of Curry’s presidency, but only through further cuts, salary deferrals, on-and-off hiring freezes, early retirements, faculty buyouts, and, most important, through a sharp focus on generating new income.

During Curry’s seven years as president, Northeastern’s budget rose slowly, from \$231.8 million in 1989–90 to \$251.6 million in 1995–96. But those limited additional budget dollars didn’t provide the university with any “extras”; in fact, the money was earmarked to cover essential increases in financial aid, salaries, new technology, debt service, and tuition remission for

employees. “If you take out the raises, the change in debt service and tuition remission, and financial aid, the budget during Jack’s tenure was flat at best,” says Samuel Solomon, a budget analyst during the Curry years who would go on to become budget director. “In fact, you could describe it as a reduction.” Such financial constraints meant that officials had to be quite imaginative if they wanted to provide new or reallocated monies for new initiatives.

Given the budget realities, saving money was all-important. And because all the layoffs had come from administrative areas, Curry looked mostly to academic areas for cost savings in subsequent years. Over a three-year period, from 1991 to 1994, Baer had to oversee \$17 million in cuts in the \$123 million academic budgets, a nearly 14 percent reduction.²¹ While most cuts came from faculty attrition and leaving positions unfilled, there were also some program consolidations and eliminations.

The most significant change was the merging of two colleges, Boston-Bouvé College of Human Development Professions and the College of Pharmacy and Allied Health Professions, in fall 1992. At the same time, three Bouvé programs—physical education, school and community health education, and recreation management—were eliminated. A fourth program, the graduate program in speech-language pathology and audiology, was proposed to be abolished but was spared when the program’s director and other faculty members persuaded the Faculty Senate and the provost of the program’s quality and value to the university.²² The merger and program eliminations saved the university about \$1.5 million over a four-year period.²³

In 1995, another merger brought the division of continuing education under University College, to create a single adult education unit. At the time, Baer said the move was made to update the form, content, and scope of Northeastern’s evening and continuing education programs during a time of more single-family households, more dual-career families, suburban growth, and around-the-clock workplaces.²⁴

In cases where positions or programs were eliminated, some faculty and academic administrators found new homes in different university positions, while others accepted buyouts of their tenure contracts or early retirement packages. Daryl Hellman, who became executive vice provost in mid-1991, guided this process. Hellman spent hours meeting with faculty members considering leaving the university, as they talked about their careers and what would make sense for them in the future. “Just about everybody I worked with felt good about the deal we came up with,” Hellman recalls. “They all felt they had been treated fairly.”

Says Curry, "Daryl and Michael were consistent in dealing with faculty, and that consistency and fairness helped us hold up morale during difficult times."

Not all was bleak: even with the cutbacks, 27 new academic programs were approved during the Curry era. In many cases, academic officials used existing or reallocated resources to begin new ventures. Also, Curry made it a priority to steer any available monies toward successful or new programs with opportunities for growth.

In the colleges, deans tried to stave off declining enrollments by improving student recruitment and retention and by introducing customer-service training to their staffs.²⁵ In some instances, faculty became more involved in student recruitment; in others, programs were enhanced with the aim of drawing more students. New programs were initiated, through reallocation if necessary. Across Northeastern, attempts were made to give a big university more of a small-college feel, to create a more comfortable environment for students. Moreover, across the board, colleges tightened not only their budgets but also their admissions standards, with the rationale that better-prepared students would be more successful in their college careers and thus more likely to graduate.

The admissions department worked to bolster recruitment and retention by improving its communications with students. An Atlanta-based consultant, Communicorp, was hired to interview hundreds of Northeastern students, faculty, and staff, and to design a new series of admissions brochures that more accurately and vibrantly reflected the benefits of a Northeastern education.²⁶

Still, deans, department heads, and faculty members struggled with stringent budgets and the on-and-off hiring freezes.²⁷ Faculty members, in particular, complained on many occasions that the university's policy of leaving positions unfilled prevented academic units from strengthening crucial programs. Complaints also arose, particularly from some arts and sciences faculty members, that budget constraints were forcing too much reliance on part-time instructors, although this view was not shared by all.²⁸

Even during hiring freezes, some critical positions were filled. In May 1990, Curry had charged two committees with reviewing hiring requests, one for academic positions and one for administrative positions. When hires were prohibited, deans, department heads, and administrative managers handled the loss of personnel through reassignment, restructuring, redistribution of tasks, or requiring that the position be filled by someone already

working at Northeastern so that the university's overall employee ranks would not swell.

In the end, the university eliminated nearly 700 jobs—about a fifth of its workforce—through layoffs, attrition, and contract buyouts. Between 1991 and 1994, as smaller classes worked their way through the university, enrollments fell by 25 percent, from 13,788 to 10,370; Northeastern's faculty ranks dropped 20 percent, from 937 to 751; its administrative ranks fell 25 percent, from 992 to 749; and the size of its clerical staff was reduced by 30 percent, from 905 to 636.²⁹

Salaries were a nagging issue during the Curry years. While pay hikes continued for all faculty, administrators, and staff members, sometimes budget constraints forced delays on the increases. The situation was particularly problematic among faculty members, who argued correctly that their pay was falling in comparison with the pay of professors at similar institutions. The Faculty Senate voted on several occasions to have their pay increased and worked closely with Curry in making their arguments. They also pushed for "equity" payments, meant to redress unfairness in salaries owing to gender, race, or other biases, or to reduce inequities among departments and colleges within Northeastern or between Northeastern and other institutions.

For his part, Curry felt that any pay raises must be fair across the board; thus, while faculty members took the strongest stand on raises, the pool available each year was the same for all employees, regardless of status or rank. Staff members recognized and appreciated Curry's tenacity in keeping raises fair. Says Sandra Lally, who served as vice chair of the Staff Council in the early and mid-1990s, "It really did make us feel we were part of a team." She adds that Curry actively sought input from the Staff Council on all the tough budget issues facing the university. "He tried to give us the opportunity to have some say, to actually participate," says Lally. "The council really benefited from that."

Faculty tempers came to a boil in March 1994, just after Curry delayed nearly \$400,000 in faculty equity pay for a year. The Faculty Senate considered a strongly worded resolution criticizing the administration's handling of several key budget items, including the delay in equity pay.³⁰ In the end, though, the senate passed a milder resolution calling for more input into the university's financial decisions. Sensing the merit of these concerns, Curry established a new committee to work with top administrators on budget issues, with faculty members as major players, giving them a stronger voice in fiscal affairs than ever before. By January 1996, the Faculty Senate had mellowed in

its complaints about budget issues, to the point where its members themselves voted to forgo raises for a year in exchange for an even larger role in mapping out the university's budgetary future.³¹

Says Curry, "Our faculty were extremely supportive as long as they could see some signs of qualitative improvement. One year, they voted to forsake a salary raise in order for us to provide increased student financial aid and dollars for our technology initiatives."

As if the layoffs, hiring freezes, and salary deferrals in the early part of Curry's presidency weren't bad enough, the university was stung by a series of midyear budget cuts during the latter half of his tenure caused by continuing enrollment fluctuations, particularly in graduate and part-time programs.

The first cut was announced in fall 1994, when Curry ordered an across-the-board 2.5 percent budget reduction to save \$4.5 million, to offset lagging enrollments in graduate programs and in University College. In spring 1995, with a \$2 million shortfall predicted from lower-than-expected spring enrollments, Curry placed another temporary freeze on hiring and capital expenditures. The following November, the hiring freeze was lifted, but another \$4.3 million shortfall was predicted because of a drop in upperclass retention and continuing education enrollments. At that time, Curry ordered managers to set aside 2 percent of their budgets to cover the gap.

Frustration over the midyear budget cuts escalated. After the third cut, one department head called the budget reductions "some new kind of torture, known as death by a thousand cuts." Another likened the cuts to "a wound that keeps opening up again and again, and eventually you're going to bleed to death." But others understood the necessity of further measures. As Glenn Pierce, then-director of academic computing, put it at the time, "This is part of a general problem higher education is having."³² Curry concurred. "This process of continual readjustment, reevaluation, reallocation, and re-grouping is a fact of life in the 1990s for corporations as well as for higher-education institutions," he said. "And, disconcerting though it is, it's all part of our strategy of reinventing Northeastern as a smaller, better university."³³

At the same time that Curry and other senior officials were managing year after year of tight budgets, they also realized that a longer-term solution to the problem was needed. They began to talk about an overall "restructuring" of the university's budget. By February 1996, just six months from the end of his tenure, Curry set up a university-wide panel to examine the budget with the goal of eliminating recurring imbalances. He also proposed a 1996–97 budget about \$3 million short of what he had hoped for, saying that he felt it

was his responsibility to continue making difficult budget decisions, in spite of the fact that he had only a few months left as president. “It would be wrong to say, ‘Hey, I’ll just leave this restructuring plan to the new president,’” he told the *Voice*.³⁴

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While Northeastern’s budget was kept in check mostly by cutting expenditures, a strong emphasis also prevailed on reexamining its capital structure, its facilities, and its contracts with an eye toward cost-savings in these big-ticket items. Treasurer Culver, business vice president Martin, and assistant treasurer Joseph Murphy made major changes in these areas that saved the university tens of millions of dollars.

Taking advantage of low interest rates during the economic slump, Culver refinanced the university’s debt and rolled it into a bond issue that generated \$33 million in new capital without increasing the debt service.³⁵ The refinancing helped Northeastern pay for high-cost projects including a science and engineering research center, a new classroom building, a recreation center, and the creation of a campus computer network.

The team also scoured the university’s budget from top to bottom looking for ways to produce additional revenue. For example, the complete renovation of the student center in 1993 and 1994 was financed by a fee that students themselves approved, and a food court was incorporated into the building so that more food revenue would flow into the university, instead of into pizza parlors along Huntington Avenue.

All the university’s contracts were put out to bid, saving hundreds of thousands of dollars. Group contracts were negotiated for office supplies, delivery services, travel, and temporary help.³⁶ Functions that had traditionally been handled in-house, such as painting and printing services, were privatized. A managed health care program was established at the Lane Health Center. The university’s off-campus conference facilities, Henderson House and the Warren Center, began to be aggressively marketed to outside groups to generate income, as was Matthews Arena. An energy-conservation program was established and generated substantial cost savings. Also, Culver and his colleagues discontinued disadvantageous leases, bringing all Northeastern operations into rehabbed or vacant space on campus.

Officials also undertook some hard bargaining with health care providers to keep costs in check for both the university and its employees.³⁷ And,

according to Murphy, some of the university's health care and workers' compensation programs became self-insured, saving several million dollars.

In spite of the overall budget difficulties, the university enjoyed unprecedented endowment growth during the Curry years, thanks in part to able management by Murphy and the Board of Trustees' subcommittee on endowment. When Curry took office in 1989 the endowment stood at about \$150 million; by 1996, a soaring stock market and record-breaking fund-raising success, particularly from 1992 on, had rocketed the fund to \$280 million, an 87 percent increase.³⁸

University financial officers touted the news of the endowment's growth, prompting faculty members to ask if some of the endowment earnings might not be better used to ease the crunch in the annual budget.³⁹ But officials said that the university already dedicated about 5 percent of the endowment's market value to the budget each year, based on predicted long-term growth of 10 to 11 percent a year. And they cautioned that it would be unwise to dip any further into investments, even to relieve the deep pain caused by budget restrictions, because it could hamper future earnings. The board did, however, agree to provide a loan for administrative initiatives such as faculty buyouts and technology.

...

Northeastern's effort to combat its budget problems, a combination of stringent budgeting and creative revenue-generating, helped steady the university through some very rocky years. And that effort did not go unnoticed. Articles about Northeastern's successful downsizing appeared in the *Wall Street Journal*, *Fortune*, *Financial World*, *CIO Magazine*, the *Chronicle of Higher Education*, the *Boston Globe*, and other local and national periodicals. The October 10, 1994, *Wall Street Journal* article, "A Big University Shapes Up by Downsizing," credited Northeastern with "accepting its limitations in a way few colleges ever have—trimming majors, combining colleges, and resisting the urge to fill every dormitory bed with a warm body." The article quoted Robin Jenkins of the National Association of College and University Business Officers (NACUBO) as saying that Northeastern "did a lot of things that really were just plain good management and that a lot of other institutions can emulate." NACUBO, in fact, gave Northeastern an award in July 1993 for finding effective, innovative ways to save money.⁴⁰

A couple of weeks later, on October 26, another article about Northeastern appeared in the *Chronicle of Higher Education*, describing Northeast-

ern's battle to better itself despite severe budget restrictions. Curry told the *Chronicle*: "We had been heading in the wrong direction, with no strategic plan at all. But now we're on the right road."

The *Chronicle* noted that part of Northeastern's success in downsizing could be credited to the openness with which cuts were handled. Indeed, Curry and other senior officials spoke frankly and often of the budget problems. Memos were sent to the university community informing them of ma-



President Curry made it a point to communicate openly about Northeastern's downsizing. Here, he speaks at a Faculty Senate meeting. Also pictured are Arvin Grabel (center), professor of electrical and computer engineering and three-time Senate Agenda Committee chair, and provost Baer.

ajor changes. The *Northeastern Voice* and the alumni magazine carried regular updates about budget issues. And it wasn't only the messages of top officials that were aired; it was also the opinions of faculty and staff, whose comments, both positive and negative, appeared frequently in administration-funded publications, so that open debate became a hallmark of the Curry administration as the university sought to deal candidly—and, it was hoped, therefore, more effectively—with the financial downsizing.

Writing in the May/June 1995 issue of *Trusteeship*, trustee chair Matthews and Curry spoke of the importance of open communication in dealing with the downsizing. "We realized that collegiality, communication, and candor were essential to success," they wrote, "especially in a university

culture, which rightly places a high value on above-board dealings, freewheeling debate, and no-holds-barred disagreements.”⁴¹

Baer concurs. “We felt that the more open we were, the more we could involve the campus community—particularly the faculty—when it came to academic decisions, the more acceptance the changes would have.” He adds that, while there were certainly pockets of faculty members who weren’t happy with delayed raises and other budget issues, morale was for the most part



Treasurer Robert Culver (center) and provost Michael Baer (right) met frequently with faculty and staff to inform them about budget issues.

good. “I think faculty felt good about the move toward quality,” says Baer. “I think they were willing to accept that there had to be sacrifices in order for that to happen.”

One faculty member, speaking at a presentation on budget issues by Baer and Culver in February 1993, praised the administration for keeping the budget balanced and for weathering the financial storm that had swept higher education for several years. “I don’t necessarily see the end,” said civil engineering chair Mishac Yegian, “but we’re sailing through stormy weather and I think we have a good handle on things.” Culver responded, “If you were to have the ability to see Northeastern from the outside world, you would know . . . that we have become marked for our perseverance, for our wisdom, and for our commitment to the true purposes of an educational institution.”

The true purpose of an educational institution, of course, is to provide quality instruction in an environment conducive to learning. Despite tremendous financial constraints, the period from 1989 to 1996 turned out to be surprisingly fruitful for Northeastern. Grand new buildings were erected; more than two dozen new academic programs were introduced; the campus landscape was further softened with new quads, brick pathways lined with greenery, and outdoor art; academic quality was significantly upgraded; up-to-date computer networks were created; student-friendliness assumed top priority; and fundraising brought in unprecedented millions.

Says Curry, "I felt extremely proud that while we were going through all this, we didn't put our heads in the sand, but we made significant improvements. I thought that a lot of those forward signs of progress kept up morale and helped alleviate the pain at a time when the budgets were disconcerting for so many people."

Ironically, Curry thinks that the budget troubles actually helped Northeastern improve in ways it may not have if money had been more plentiful. "Always there's a light to the ugliness," he says. "From my point of view, I had a ticket to move away from the expansionist, bigger-is-better philosophy that had permeated Northeastern for years. We had been adrift trying to be all things to all people. The financial trouble forced us into the discipline of cutting, into deciding what we could do better. It was a good opportunity to reshape the university."



Sociology professor Jack Levin, widely known and respected for his expertise on violence in American society, speaks to a class at Northeastern.

Placing Academics First

IF THERE WAS ONE ACCOMPLISHMENT Jack Curry wanted more than any other, it was to reshape and strengthen Northeastern's academic program. Again and again, to colleagues and to the larger university community, Curry spoke of the importance of making Northeastern "smaller but better." He knew that the university's academic quality had been diluted as admissions standards had weakened through the 1980s. And although some faculty members expressed deep concern about Curry's presidency because they considered him more of an administrator than an academician, Curry was dogged about fashioning a better university. In his first major speech to the university community, in September 1989, Curry said that he sensed "the deeply felt belief that there has arisen in the university an atmosphere antithetical to academic advancement." But he pledged that he would "move decisively to change the sense that administration is first and academics second at Northeastern University."

In his seven years as president, Curry kept his word. On his watch, average SAT scores of entering freshmen leapt dramatically, from 889 to 953, a 64-point increase between 1989 and 1995, and to 1055 in fall 1996, when SAT scores were recentered by the College Board.¹ Total applications, which dropped from 11,339 to 9,119 during the first two years of Curry's presidency, bounced back to 12,799 by fall 1996, just after Curry stepped down.² Student retention between the freshman and sophomore year increased from 67 percent in 1989 to 78 percent by fall 1996,³ a gain that former enrollment management vice provost Jean Eddy calls "unheard of" because increasing retention by even 5 percentage points typically takes a decade. Research funding rose from \$19 million in 1989–90 to \$32 million in 1996–97,⁴ and the numbers of faculty members involved in sponsored research climbed to one in every four during the same period. Two important new academic facilities

were built: a topflight science and engineering research center and a classroom building boasting state-of-the-art technology. A new campus-wide computer network facilitated faculty research and communication, and improved the learning environment for students. Laboratories and classrooms were renovated; academic equipment was upgraded; and new monies were set aside to increase collections at the university's new Snell Library and strong efforts were made to heighten the facility's use. Twenty-seven new degree programs were approved. Administrators worked to support and improve teaching and to recognize and reward teaching excellence. New academic initiatives were funded, with an emphasis on interdisciplinary approaches. Nationally renowned senior professors and promising junior professors were hired, and endowed chairs and professorships were created to support their work; and an innovative university-wide core curriculum was put in place for undergraduates. Significantly, the long list of improvements occurred at a time when the university reduced the number of faculty and staff by roughly 20 percent.

All the effort to strengthen quality brought outside recognition to Northeastern, from prestigious indicators of academic excellence such as *Barron's Profiles of American Colleges* and the "Carnegie Classifications," which categorize and rate institutions across the country. And Curry's own efforts were widely lauded. For example, former Boston University president John Silber wrote Curry a congratulatory letter at the time he stepped down, citing Curry's success in achieving "a financial and academic turnaround in an incredibly few number of years."⁵

"The quality of the students improved dramatically, and the attitude of the faculty toward the students changed positively as the student body changed positively," recalls former provost Michael Baer. "The faculty gained greater self-confidence about their work, their research, and their instruction because they felt there was an administration that really cared to promote the university as an academic institution. And certainly over the latter half of Jack's tenure, there was a feeling of working together as one institution, rather than as a group of autonomous colleges and programs, which meant that the cooperation across units bolstered the forward academic movement of all of the units."

Much of the cooperation that Baer cites was sparked by a university-wide effort, begun in spring 1992, to create a new academic strategic plan for Northeastern. Spearheaded by Baer and Curry, the plan did something that no other strategic plan had ever done before at the university: it brought people together. As executive vice president, Curry had overseen a strategic planning effort in 1987 that addressed academics as well as all other aspects of the university. That plan was pulled together by three of Curry's special assistants—Charles Coffin, Frank Farinella, and Arthur Smith—with input from

key individuals throughout the university. This new plan, however, aimed to draw on the expertise of many more people. With the help of an outside consultant, the university assembled 18 task forces to address a host of academic issues. The task forces included more than 200 faculty members, administrators, and students. Curry calls the strategic planning process one of the most significant events of his presidency.

“It was a morale builder and a guidepost for the future,” he says. “And the beauty of the plan was the involvement of so many faculty members.”

Adds John Cipolla, who chaired the strategic planning steering committee, “Although the layoffs and the budget cuts had a dampening effect, the enthusiasm of planning took over. Strategic planning mobilized people to think positively about the future when the present was fairly grim.”

Of the 18 task forces, 11 studied strategic issues ranging from undergraduate life to research to university governance.⁶ Another 8 focused on the priorities of each of the colleges and the law school. The idea was that the theme-driven task forces and the college task forces would form a planning matrix in which issues could be discussed from different perspectives.

As strategic planning got under way in fall 1992, those involved were alternately overwhelmed, suspicious, and energized. Faculty members who found themselves spending hours in committee meetings or working on reports complained about the heavy time commitment that strategic planning required. Some argued that it didn’t make sense to do strategic planning while budget-cutting was already in progress, that the planning should have come before the budget-cutting. “It would have been better to do it the other way around,” Baer concedes, “but it didn’t work out that way.”

Others wondered aloud how much input faculty would actually have into the plan.⁷ Baer found it necessary to meet with faculty members to assure them the plan wasn’t a done deal and to assuage their concerns by agreeing to hold a faculty-wide vote on the final plan.⁸

By May 1993, after thousands of hours of information-gathering, debating, and synthesizing by hundreds of faculty and staff members, the task forces turned in their reports, averaging 40 pages each, to the steering committee. The steering committee worked over the summer to cull information from the reports, completing an initial draft by September and a final plan the following month.

Major recommendations involved enhancing Northeastern’s intellectual community and promoting a more student-centered campus—two goals to which Curry was already deeply committed.⁹ Another was to offer faculty more encouragement and rewards for teaching and advising. Other recommendations called for integrating co-op more closely with classroom learning;

focusing research and graduate education; creating powerful communication and data systems for education, research, and administration; continuing the commitment to access and diversity; and strengthening outreach to the world beyond the Northeastern campus.

Not everyone was pleased with the final plan. Some deemed it too general, noting that several crucial questions—such as which colleges should be merged or which doctoral programs should be kept—were not addressed in the plan, or even in the task force reports. There was talk that those involved in strategic planning avoided such issues because they feared that a controversial plan wouldn't be approved by the faculty.¹⁰ On the other hand, Baer says he didn't expect the plan to address major questions such as mergers or potential program cuts. He and treasurer Robert Culver met with individual college faculties during the early 1990s to discuss such issues. Curry praises both men's effectiveness in working closely with faculty on subjects ranging from academics to the budget to the university's overall mission.

Much praise for the strategic plan came for its recommendation that Northeastern strengthen its intellectual and social community, and for bringing together hundreds of faculty and staff members from all corners of the university.¹¹

"A lot of things were laid on the table and a lot of people learned a lot of things about the university," says English professor Mary Loeffelholz, who cochaired one of the task forces and later served on the strategic planning steering committee. "In a university that wasn't very used to sharing information, talking about strategic areas across units was very important."

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Many of the advances in the academic area that occurred between 1989 and 1996 came about because Curry made the provost a strong second-in-command. "Jack made it clear the provost would be the number-two position, that the academic area was the key part of the university," Baer says. Curry put Baer in charge of several critical areas, including student affairs, the libraries, the registrar's office, financial aid, and—most important—admissions.

Baer moved quickly to improve Northeastern's academic reputation by implementing the new "smaller but better" enrollment strategy that Curry had outlined in his opening speech for the 1990–91 school year.¹² Baer established an office of enrollment management, encompassing admissions and financial aid, that would work closely with other key departments such as student housing and student activities. With Peter Stace as vice provost of the new enrollment management area, the university introduced profound changes in how prospective students were targeted, how student communications were

handled, how the admissions process proceeded, how financial aid was distributed, and how students were treated when they arrived on campus.

“Peter really organized the place,” says Baer. “He developed new financial aid formulas and financial aid strategies. The second year he was here, he sent direct mail to 250,000 prospective students who wouldn’t have received it before. Those things are what turned us around.”

For example, Northeastern had traditionally drawn the bulk of its students from Massachusetts, with most of the rest coming from the other New England states. But during the Curry era, members of the enrollment management team sought to attract greater numbers of students from outside Massachusetts, particularly from New York, New Jersey, and Pennsylvania, as well as from the Southeast and the Pacific Coast. At the beginning of Curry’s presidency, 55 percent of freshmen came from Massachusetts;¹³ by fall 1996, that figure had dropped to 47 percent.¹⁴ Additional funds were also directed toward recruiting greater numbers of international students.

Eddy notes that Northeastern had to make a significant financial investment to successfully recruit students from outside Massachusetts. Because applicants to the university typically came from middle-class families with modest incomes, and because living farther away from Northeastern significantly impacted a family’s ability to pay college costs—students from those families had no choice but to live on campus—the university boosted and targeted financial aid specifically for such students. Northeastern’s undergraduate financial aid budget more than doubled between 1991 and 1996, from \$15 million to nearly \$36 million.¹⁵

The university also invested heavily in communications with prospective students. Glossy new brochures, developed and designed by the Atlanta-based consulting firm Communicorp, proclaimed to students: “Learn even more. By doing.”¹⁶ The new publications, based on the recommendations of student focus groups, painted a picture of a dynamic college environment where ambitious students could realize their academic potential. Letters to prospective students were rewritten to sound more inviting and less businesslike.

Perhaps most important, the university for the first time pushed hard to attract brighter students to apply, using financial aid as an incentive. This move epitomized Northeastern’s efforts to become “smaller but better”; there would indeed be fewer students, but those who attended would be better prepared for college study. In fall 1992, for instance, Northeastern began offering full-tuition scholarships to the more than 350 Massachusetts National Merit Semifinalists, the state’s brightest high school seniors.¹⁷ The financial aid strategy worked. About 170 of these students applied to Northeastern¹⁸—many more than expected—and about 50 enrolled.¹⁹ In the past, only a handful of National Merit Semifinalists had enrolled at Northeastern.

In the effort to matriculate brighter students, the university also made changes in its scholarship programs. Academic merit was more strongly considered in awarding scholarships to students from Boston and outlying communities. The Carl S. Ell scholarship program was expanded by about 50 percent, and both the Ell scholarships and the Ralph J. Bunche scholarships were increased to cover full tuition, room, and board costs. Previously, the programs had awarded full tuition only in the freshman year, half-tuition in the upper-class years, and no room and board. In addition, the new full-tuition Reggie Lewis scholarships were created for designated groups of people of color, in memory of Northeastern's best-ever athlete, who died in 1993.

At the same time the university sought to enlist brighter students, it also sought to limit the numbers of those who were less prepared for the rigors of college. Officials paid particular attention to the Alternative Freshman Year program, a developmental program that had grown rapidly through the 1980s. Enrollments in the program, which by fall 1989 had reached 651, or 17 percent of the freshman class, were deliberately lowered to 381 by fall 1996.

Northeastern's push to recruit and retain brighter students led to significant growth in the university's honors program.²⁰ Begun with 25 students in 1986, the program served about 150 at the start of Curry's tenure; by the last year of his presidency, the program had grown eightfold to serve 1,250 students, supported in part by scholarship funds set aside by Curry.²¹ The program offered more than 60 honors courses per term, thesis opportunities, and even a residence hall set aside for honors students.

As vital as attracting brighter students was keeping them. Consequently, faculty and staff were encouraged to develop more of a customer service attitude toward students. In October 1991, Curry urged employees to make Northeastern "a little bit like Disneyland" and said he would set up regular reviews of key administrative offices that dealt mostly with students, such as the library, the registrar's office, and the bursar's office.²² Several months later, in January 1992, the university offered a customer service training program to employees of several offices that dealt directly or by phone with large numbers of students.²³

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Much of the work of strengthening academics at Northeastern during Curry's tenure emerged from a group called the academic priorities committee, first chaired by mathematics professor Margaret Cozzens and later by mechanical engineering professor Cipolla. Baer established the committee in 1990, shortly after his arrival, partly because he thought it would be important to closely involve faculty members in academic decisions during tight fiscal

times. He also felt, in general, that seeking broad input was the best way to achieve positive change.

The academic priorities committee acted on a number of fronts. It solicited consolidation plans from all over campus and made recommendations, based on those plans, on how the university should downsize its academic operations. Those recommendations eventually led the Faculty Senate and the Board of Trustees to approve the merger of Boston-Bouvé College of Human Development Professions and the College of Pharmacy and Allied Health Professions, and also to cut several Bouvé programs.

The priorities committee also advised Baer, during a time of downsizing and hiring freezes, on which academic positions were critical enough to fill. (A separate committee, called the position review committee, was set up to evaluate the criticality of administrative positions.)

The committee also suggested to Baer that, if Northeastern's direction was toward "smaller but better," the university needed to realize some of the "better" as soon as possible. To further this goal, the group recommended setting aside some money to pay for new and innovative programs. Thus was born, in spring 1991, a special "strategic initiatives fund."²⁴ Faculty, departments, and colleges were encouraged to propose new programs or initiatives for funding.

"From the very first," says Baer, "when we began to cut the budget, we put aside a sum of money that was used to solicit innovative plans from faculty and from colleges, and we funded them. In the very first years of the biggest cuts, there was money put into new programs, and into thinking about new programs."

From the very beginning, Curry had insisted that even as budgets were cut and programs were eliminated, the university needed to spend on new initiatives or it would lose its vitality. So it is not surprising that Curry would view as a signal accomplishment of his presidency the creation of 27 new academic programs, in spite of financial constraints. His pride in that achievement came through again and again in speeches to the university community, to the governing boards, and to groups outside Northeastern.

Some of the new programs, says Baer, were self-funding or brought new revenues to the university, such as the master's in anesthesiology in nursing or the minor in Latino, Latin-American, and Caribbean studies. Others were aimed at meeting a specific market need, such as the doctorate in pharmacy. Still others were approved because Curry thought it was important to support programs that would enhance the university's intellectual environment. So, for example, a doctoral program in world history that was initially put on hold amid financial concerns was later approved, after Curry was satisfied that the College of Arts and Sciences would set aside sufficient funding.²⁵

“At a time of severe budget cuts and personnel reduction,” says Curry, “I believed it was important to show a willingness to invest in our future to support new quality programs that could either generate income in the future or enhance our academic reputation.”

• • •

In addition to promoting new programs, Curry sought to boost research and scholarship. The most visible move in this direction was the construction of a new science and engineering research center, funded by a large gift from trustee Richard Egan and his wife Maureen and by a \$15 million grant from the federal government. The \$30 million building, completed in 1996, provided state-of-the-art research space for faculty and students in engineering, physics, chemistry, and computer science. Ronald Hedlund, who became Northeastern’s vice provost for research and graduate education in August 1996, called the Egan Center “a testimony to the quality of the faculty and staff involved in the research enterprise.”²⁶

Another important boost to campus research came from Curry’s decision to start returning research overhead funds to researchers, their departments, and their colleges. These funds came to the university as part of most federal research grants to pay for heating, lighting, supplies, and other overhead costs. In the past, that money had been absorbed into the university’s central budget without any visible impact on the researchers or departments responsible for winning the grants. But Curry felt that returning the money to those who brought in the grants would help recognize their contributions, spur future research, and replace some of the funds departments had lost to budget cuts. In its first two years, the program generated more than \$800,000 in new funding for faculty members, departments, and deans. In 1991, its third year, the amount rose to \$1 million,²⁷ and peaked at \$1.5 million in 1995.²⁸

“It was important to encourage departments and research scholars by recognizing, through a financial reward, that they had brought money into the university,” says Baer. “Those funds gave the departments some flexibility at a time when we were taking flexibility away from the budgets and gave them a chance to reinvest and achieve things that otherwise couldn’t be achieved.”

The policy boosted morale, says Cipolla, who saw many benefits in his own mechanical engineering department. Establishing the policy “had symbolic meaning for many departments,” he says, “because it showed that the university was committed to regularly supporting the research mission with monies that came in for research support. It was money that could have been used to pay general university bills, so it was a gutsy move for Jack to have made.”

Overall, outside research funding rose from \$19 million in 1989–90 to \$32 million in 1996–97.²⁹ Roughly two-thirds of these monies went to researchers in the colleges of engineering and arts and sciences. Baer attributes the continuing rise of research funding in the latter half of the 1990s to activities that were begun during Curry's tenure. "All of the growth that occurred in the two years following Jack's retirement was nurtured through his presidency," he says.

But more important than the money, Baer says, is that faculty members began to feel more valued for their research. "The perception was that during Jack's tenure the university was moving from a teaching institution that had pockets of research to a research institution that also valued instruction," he says.

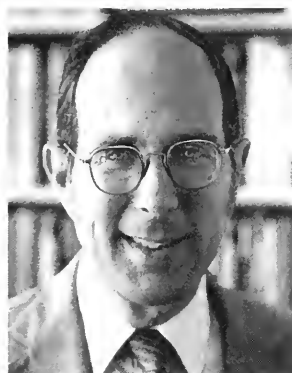
"I feel the university made a bigger commitment to research when Jack was president," says physicist Stephen Reucroft, a world-renowned researcher who brings millions in outside funding to the university each year. "I had the feeling that things were taking off. Jack believed that Northeastern should become a research university, and he put a lot into it."

Two prime examples of research excellence during the Curry presidency are the Barnett Institute of Chemical Analysis and Materials Science, the university's most well-known, best-respected, longest-lasting, and most lucrative research center, and the Center for Electromagnetics Research.

The Barnett group, led by Barry Karger, celebrated its twentieth anniversary in 1993 and boasts an international reputation for its contributions to the fields of analytical chemistry, biotechnology, and advanced materials research. Moreover, the center generated millions of dollars in research grants and endowment funds during the Curry years. One outside observer, Robert Stevenson of *American Laboratory* magazine (which devoted an entire issue in spring 1997 to Barnett), told *Northeastern University Magazine* in 1998 that the institute was "probably the most productive of the analytical institutes in North America, in terms of its impact on separation science."³⁰



Barry Karger, director of the Barnett Institute of Chemical Analysis and Materials Science



Michael Silevitch, director of the Center for Electromagnetics Research

The Center for Electromagnetics Research, established in 1984 by electrical engineering professor Michael Silevitch, himself a Northeastern graduate, also attracted significant outside funding for research in such fields as ground-penetrating radar, mine detection, electro-optics, plasmas, bioelectromagnetics, and other areas integral to the electronics and aerospace industries.

Another boost to excellence, both in research and in teaching, came from the university's effort to lure renowned researchers as well as topnotch junior faculty members to work at Northeastern.

"We brought in some very high-quality faculty," says Baer. "I think that the real growth in the strength of the faculty was at the junior level, though. The reputation of the faculty was growing to the point where it became easier and easier to attract high-quality junior faculty."

The university also attracted larger numbers of minority faculty members to its ranks with the help of a special fund for the recruitment and retention of minorities, overseen by executive vice provost Daryl Hellman. The fund, which provided money for advertising, recruiting, salaries, and research support, helped increase the number of African-American and Hispanic faculty members from 29 to 49—a 40 percent increase—between 1990 and 1996.³¹ "A lot of money was put into that when we were cutting budgets," says Hellman. "Jack talked about it all the time. He kept it on the radar screen."

For longtime faculty members with outstanding records of research and scholarship, the university instituted a new and important form of recognition, coupled with financial rewards, with the establishment of the Matthews Distinguished University Professorships.³² Funded in 1993 by trustee chair George Matthews and his wife, Kathleen Waters Matthews, and their friends, the new professorships guaranteed research funding throughout the recipients' careers. Although the university had appointed distinguished professors every year since 1979, this was the first time that funding had not been limited to two years.

"We felt it was important to provide for all the expenses for research for the distinguished professors," says Matthews. "I'd been on the Board of Trustees since 1972 and I knew Northeastern suffered from an inferiority complex. We wanted to change all that, to show that we would support a quality faculty."

The Matthews initiative also generated money for students working on junior or senior honors projects and funded an annual breakfast at which students presented and discussed their work publicly. Significantly, Matthews professors were appreciated for more than just their research and scholarship; Curry and Matthews made a practice of meeting regularly with them to solicit their opinions about the university's academic health and their advice on a wide range of other issues.

Another testament to the university's commitment to academic quality was its sustained support for Northeastern University Press, an in-house publishing group that has produced topflight scholarly works by professors at Northeastern and from across the nation. Established in 1977, the press carved out strong niches for itself in criminal justice, American history, and women's studies, with its sales growing steadily to a peak of \$1.47 million in 1995–96.³³



Trustee chair George Matthews and President Curry met frequently with Matthews Distinguished University Professors to solicit their opinions about Northeastern's academic health. From left: sociology's Debra Kaufman, the law school's Michael Meltsner, Provost Baer, biology's Phyllis Strauss, and Matthews.

The dedication of Snell Library in fall 1990—just over a year into Curry's presidency—was both a real and prophetic moment in Northeastern's academic revitalization. Planned during Kenneth Ryder's administration and funded with the help of a substantial government grant and a naming gift from alumnus George Snell, the \$34 million library became Northeastern's academic focal point, overlooking a newly created open space in the campus's center with pathways of swirling brick framed by trees, bushes, and flowers.

With the opening of Snell, the library took a giant leap forward, says dean Alan Benefeld, who had come to Northeastern in the mid-1980s partly because of the university's commitment to building a new library. Snell Library provided not only topnotch space for study and research, but good service and an up-to-date computerized catalog and circulation system that greatly

improved access to materials. And, although the library was hit with staff losses because of the layoffs and budget cuts, Curry insisted on steady funding increases for books and other research materials during the early 1990s as a key component of a “better” Northeastern. Between 1989 and 1996, the size of the collections tripled and library use skyrocketed, unprecedented growth that Benenfeld calls “phenomenal.”

There were other changes as well. Most campus media services were consolidated in Snell Library when the new building opened. Also, new technology brought the ability to broadcast visual materials from a central location in Snell to other parts of the building; such technology would make it possible, in the latter half of the 1990s, for audiovisual materials to be broadcast to other campus buildings, resulting in less need for physical transport. The new facility also provided much-needed space for meetings and seminars. Most important, hours for faculty and student use were greatly expanded.

In addition, the library for the first time moved to formalize its archives and special collections programs in the early 1990s. In 1994, the university hired its first full-time archivist, Joan Krizack, who set about organizing and cataloguing the archives. Krizack helped Northeastern acquire an important special collection in 1995: the papers of Freedom House, an organization founded in 1949 to preserve and upgrade the Roxbury community, and which possessed a wealth of materials documenting Boston’s black history.³⁴

Benenfeld points out that the decision to develop special collections helped bring new distinction to the university, and was a move that would begin to draw outside scholars to conduct research on campus. “This is the stuff that begins to put you on a larger intellectual map,” he says.

In addition to supporting academics through a much-enhanced library, the university also sharpened its focus on teaching. In a fall 1995 speech to the university community, Baer reiterated the importance of having faculty concentrate on student-centeredness and the teaching and learning process—areas that were increasingly commanding student, parental, and public concern.³⁵ He said faculty workloads should be flexible and that professors should be appropriately compensated for their contributions, whether in research, teaching, advising, or service. Such goals had been strongly urged by the strategic planning committee’s task force on faculty roles and responsibilities.

One form of support for teaching emerged with the creation of the Office for the Support of Effective Teaching, later renamed the Center for Effective University Teaching.³⁶ Established in fall 1989 by interim provost Robert Lowndes and led by philosophy professor Stephen Nathanson, the center helped faculty hone their classroom skills, offered workshops and information on teaching and learning, assisted professors in developing teaching portfolios, and oversaw course and teacher evaluations. These evaluations

were also strengthened and refined during the Curry era through the combined efforts of the Faculty Senate and the Student Government Association.

In fall 1994, Northeastern hosted a pair of roundtable forums on teaching as part of a program, funded by the Pew Charitable Trust, aimed at developing new approaches to undergraduate teaching. The university also began increasingly to tie tenure decisions to quality teaching; boosted university



The new classroom building featured state-of-the-art media labs.

grants for teaching improvements; sent faculty to conferences on teaching; and hired teaching consultants to work with deans and department chairs.

Another benefit for teaching came in the form of new and renovated facilities that improved the learning environment. A modern new \$8 million classroom building was completed in 1995, featuring innovative media labs as well as state-of-the-art media connections that enabled faculty and students to access resources at Northeastern's library and beyond.³⁷ Dodge Hall, completely renovated for use by the College of Business Administration, boasted tiered classrooms with computer outlets at every seat. And laboratories across campus were upgraded.

Intertwined with the heightened emphasis on teaching was the university's implementation of a new general education model for the entire institution, called the Academic Common Experience (ACE), which was funded by the National Science Foundation and the Department of Education's Fund for the Improvement of Postsecondary Education.³⁸ ACE was designed as part

of the strategic plan in 1992–93, shepherded in large part by Andrea Leskes, vice provost for undergraduate education, and approved by the Faculty Senate in 1995. The new initiative outlined broad educational outcomes focusing on effective thinking, communication, and interpersonal skills; information literacy; knowledge of the natural and social-cultural world; ability to view the world from historical, ethical, aesthetic, and personal perspectives; and ability to make connections across disciplines, between theory and application, between college and the world of work, and between college study and lifelong learning. These goals, embedded in all undergraduate courses, came to serve as a flexible sort of core curriculum suited to Northeastern's unique academic structure.

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That Northeastern's aspiration to academic excellence was in large measure fulfilled is manifested by the achievements of its faculty and students and by the testimony of voices beyond Huntington Avenue.

Northeastern moved into the upper echelons of research universities nationwide when it was listed as a "research university II" in the 1994 edition of the "Carnegie Classifications," which groups accredited institutions into 11 categories based on factors such as an institution's size, the level of degrees and specialization it offers, its educational mission, the number of doctoral degrees it awards, and the amount of federal research funding it receives.³⁹ The new classification was a two-grade jump for Northeastern, a feat a Carnegie official called "noteworthy." Being cited as a "research university II" meant that Northeastern was ranked among the top 4 percent of the nation's 3,600 colleges and universities. Richard Rasala, a computer science professor, told the *Northeastern Voice* at the time that the new rating "certainly adds to our reputation and prestige."

In 1989, *Barron's Profiles of American Colleges*, the leading sourcebook on college information, revised its evaluation of Northeastern and placed the university among the top 21 percent of all bachelors' degree-granting institutions, moving it from a "less competitive" to a "competitive plus" institution.⁴⁰

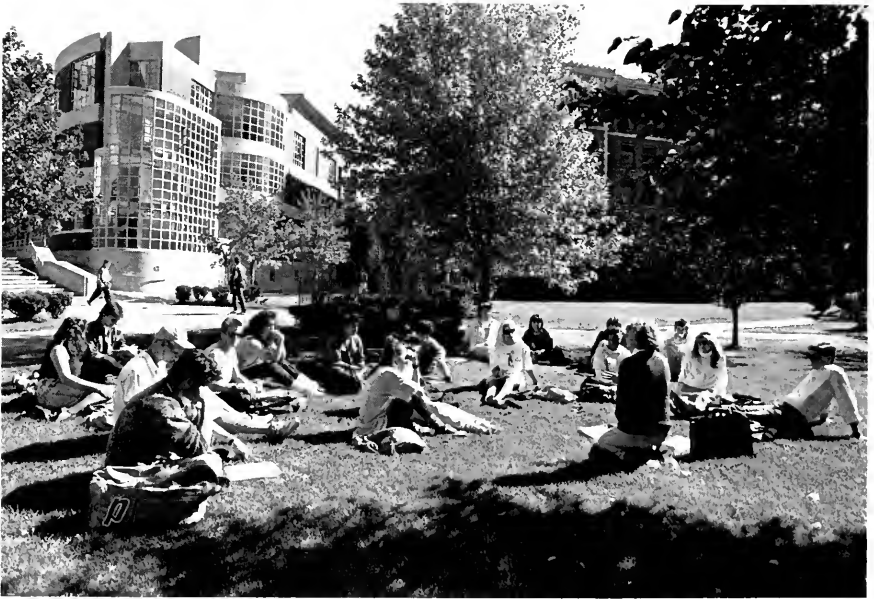
There were individual stars as well. For example, in 1991, psychology's Harlan Lane became the first-ever Northeastern recipient of a so-called genius grant from the MacArthur Foundation.⁴¹ Senior political science major Jessie Decker won one of only 60 Truman Scholarships nationwide to help fund her pursuit of a career in public service.⁴²

The media also noticed improvements at Northeastern. The *Boston Globe*, the *Chronicle of Higher Education*, and the *Wall Street Journal*, among others, called attention to the university's academic progress during the mid-1990s. In 1994, in its annual rankings of U.S. colleges and universities, *U.S. News & World Report* raised Northeastern from the fourth to the third tier, placing it 162nd out of 227 institutions. The magazine also boosted Northeastern's marks for academic reputation and financial resources.⁴³

Individually, each of Northeastern's colleges and its School of Law also garnered noteworthy recognition. For example, *National Jurist* magazine named Northeastern the country's best public interest law school in 1994.⁴⁴ That same year, Northeastern's research scientists were in the top 1 percent in the nation in terms of citations in the scholarly literature.⁴⁵ In 1995, the university's part-time MBA program was ranked eleventh best in the nation by *U.S. News & World Report*.⁴⁶ The magazine also cited the College of Criminal Justice as one of four outstanding criminal justice programs in the country.⁴⁷ Other colleges were also acknowledged for their strong performance in particular areas.⁴⁸

On campus, students also recognized Northeastern's growing academic stature. As Patrick McGee, editor of the student newspaper, the *Northeastern News*, told the *Wall Street Journal* in 1994, "Before, [Northeastern] was like a cream puff—really big, no substance. [Now] most people, by the time they graduate, say the school has improved so much."⁴⁹

Clearly, Northeastern's intellectual environment, as well as its reputation in the academic world, had been reshaped for the better. Such university-wide improvement had been Curry's strongest desire, and he had worked hard to make it happen. As trustee chair Matthews put it when Curry announced in fall 1995 that he would step down from the presidency, "[Jack's] greatest legacy will be the academic improvements he made in the faculty area and for the student body. I think he'll go down in history as the premier academic president at Northeastern University."⁵⁰



Students enjoy a class outdoors in LeBeau Park, located off Huntington Avenue on the west side of campus.

The Colleges

ACHIEVING DISTINCTION IN ARTS AND SCIENCES

When Robert Lowndes was named dean of the College of Arts and Sciences in 1987, he articulated a set of lofty goals for a unit that, for most of its history, had existed mainly to serve students in the professional schools. Lowndes's aim, he says, was to establish "a distinctive and high-quality college of arts and sciences that would have a strong national, if not international, visibility for its academic and research programs and would assume its rightful place at the heart of Northeastern University."

In many ways, Lowndes's goals were realized. "The college really came into its own during this period," he says. Gerald Herman, an assistant professor of history who served as chair of the arts and sciences college council for several years when Lowndes was dean, says Lowndes "really turned the College of Arts and Sciences around."

Despite the financial constraints of the time, Lowndes and President Curry worked closely together to create a more full-bodied college. The hiring of several internationally known professors helped boost the college's visibility; the number of international exchange programs leaped; new programs, both graduate and undergraduate, were instituted; and the college fostered interdisciplinary study and "experiential" education. A number of veteran professors earned honors and recognition, both within and outside the university, for their work. And several distinguished visitors, invited to the campus by the college, added substance to its programs and luster to its image.

When Northeastern established the College of Liberal Arts (forerunner of the College of Arts and Sciences) in 1935, it did so because the Board of Trustees deemed general education necessary for professional students. The main focus of Northeastern was still law, engineering, and business—not

liberal arts—and so arts and sciences would remain primarily a service unit for the professional schools for decades to come.¹ Over the years, the college did develop departments, majors, and courses that had their own innate liberal arts value, but only very slowly. Enrollments grew rapidly during the prosperous and socially concerned 1960s. The 1970s recession sent students back to “safe” professions like business and engineering, at Northeastern and at many other colleges and universities.



Arts and sciences dean
Robert Lowndes

Real change came to the college starting in the late 1970s under President Kenneth G. Ryder, a former history professor who was predisposed toward the liberal arts. Ryder's liberal arts dean, Richard Astro, who came to Northeastern in 1978, oversaw not just a name change to the College of Arts and Sciences in 1979, reflecting the college's broadening scope of offerings, but the addition of several new interdisciplinary programs: women's studies, linguistics, marine studies, urban studies, and law, policy, and society. Other changes through the 1980s enhanced the college as well, such as the creation of the Division of Fine Arts and the growth of arts

departments, the expansion of the journalism department, and the establishment of the Center for the Study of Sport in Society, which focuses on sports and athletes to address some of society's worst ills.²

After Astro stepped down in spring 1986, the dean's post was filled on an acting basis, for one year, by Edward Neighbor, who had served under Astro. After a national search, the administration turned to Lowndes.³

A physics professor, Lowndes had become well-known to senior administrators after years of service both on the Faculty Senate and the Research Council. During those years, Curry and Lowndes developed a deep respect for each others' abilities. As executive vice president, Curry lobbied strongly for Lowndes's deanship. Lowndes would go on to serve in that capacity throughout the Curry years and beyond, until 1998, although he spent 1988 and half of 1989 as interim provost after Anthony Penna stepped down from that post. During that time, biology professor David Wharton served as acting dean of arts and sciences.⁴

In terms of enrollments, the college was on firm footing through the late 1980s and the first half of the 1990s. As enrollments in engineering fell off starting in the 1980s, and business enrollments dropped in the early 1990s, both at Northeastern and nationally, students increasingly turned their atten-

tion to the more general arts and sciences background that many employers were beginning to seek.⁵ Two years before the start of Curry's presidency, about 22 percent of all majors were in arts and sciences; by the end of Curry's term, that figure had jumped to 32 percent.⁶ At the same time, selectivity increased; SAT scores of arts and sciences freshmen increased from 904 in 1989 to 956 in 1995—a jump of more than 50 points—and rose again in 1996 to 1066 on a recentered scale.⁷ Because of the large size of the arts and sciences college, the increased selectivity had a major positive influence on the image of the university as a whole.

Despite its growth, the College of Arts and Sciences had to deal with repeated budget cuts as the university downsized; about \$5.5 million was eliminated from the college's budget between 1989 and 1996. "It was a constant drain," Lowndes admits. Most cuts were gained by leaving positions unfilled when faculty or staff members retired or resigned. The college, which lost about 32 faculty members during this time, was forced to rely more heavily on part-time teachers and lecturers. In some cases, class sizes increased. The college also cut, reluctantly, several small academic programs, a journal, and an art gallery.

Although the cuts hurt, Lowndes and Curry were determined to push ahead with the creation of new and innovative programs that would help strengthen Northeastern despite the necessary downsizing. To this end, Lowndes oversaw the establishment of 5 new majors and 11 new minors, most of them emphasizing interdisciplinary study. New majors included American Sign Language–English Interpreting, one of the first programs of its kind in the country;⁸ biochemistry; environmental geology; behavioral neuroscience; and international affairs. Additional minors were offered in mathematics; human services; musical theater; Latino, Latin American, and Caribbean studies; music industry; architecture; Jewish studies; international affairs; journalism; media studies; and marine biology.

The college also inaugurated a new concept—the integrated dual major—that made it easier for students to focus on two majors with help from special "integrated" courses taught by faculty from different departments. By the end of Curry's presidency, the college had established more than 20 dual majors.⁹

New graduate programs were created as well. Doctorates were approved in English (1990), history (1993), and political science (1996). The Ph.D. in history was initially put on hold because of the university's tight budgets but was later approved with support from Curry, who wanted to boost Northeastern's intellectual rigor at every opportunity. After the doctorate was established, in fact, it quickly became known as a leading program in global historical studies, according to Lowndes. The political science Ph.D., with a

focus on public and international affairs, was aimed at students interested in managerial or policy careers.

When the National Research Council released its national survey of doctoral programs in 1995, several arts and sciences programs received very favorable ratings. The top two, and four of the top five, doctoral programs at Northeastern were in arts and sciences. The top two programs, in physics and psychology, were ranked in the second quartile nationally, and the math and chemistry programs were ranked at the top of the third quartile.¹⁰



Establishing international programs was a top priority of the arts and sciences college. Here, students pose at Goldsmiths College, part of the University of London.

officials pushed to make the program more attractive to students by broadening its reach to include a wider array of experiences, such as internships, undergraduate research, study-abroad programs, and service learning.¹¹ Moreover, efforts were made to make the co-op program more visible and accessible to students by having some co-op coordinators set up weekly office hours on site at the college.

The internationalization of the curriculum, in particular, was a central focus of the College of Arts and Sciences. At the time Curry became president, Northeastern had just two international programs, both through arts and sciences: a program on the politics, culture, and history of Ireland called “Ireland: North and South”; and a program in England at Goldsmiths College, University of London. By 1996, arts and sciences had established pro-

Several interdisciplinary master’s programs were also initiated, including a fast-track baccalaureate and MBA program established jointly with the business college in 1992; a master of science in operations research, established in 1995 as a joint program of the math department and the College of Engineering’s mechanical, industrial, and mechanical engineering department; and a master of arts in teaching degree, created in 1994, aimed at providing expertise for teachers in nine different subject areas.

The college also sought to build on the notion of cooperative education, of bridging theory and practice, with a new concept called “experiential education.” Although co-op had never been mandatory in arts and sciences,

grams at universities in 16 other countries ranging from Australia to Russia to South Africa.

The College of Arts and Sciences also enhanced its academics, as well as its reputation, through aggressively recruiting a dozen or so renowned researchers, several of them for newly created endowed professorships.¹² One of the first hires, in 1989, was Nicholas Daniloff, the author of two books on the former Soviet Union who had worked for years as a journalist for United Press International and *U.S. News & World Report*. Daniloff would go on to become director of the School of Journalism in 1992.¹³

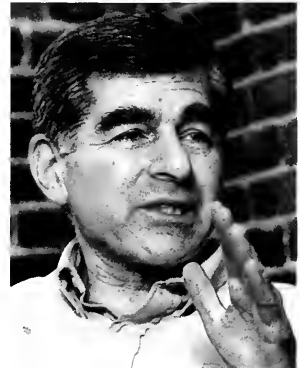
Other luminaries included Michael Dukakis, former Massachusetts governor and Democratic presidential nominee; Edward Bullins, one of the country's leading black playwrights; and Terence Baker, an internationally known materials scientist. Further recruits had national or international reputations in math (Mikhail Shubin and Mikhail Malutov), education (James Fraser), American literature (Wayne Franklin), political science (William Crotty), and biology (Edward Jarroll and James Manning).

Several longtime professors earned widespread recognition for their research. In 1991, psychology professor Harlan Lane earned an award from the MacArthur Foundation—a so-called genius grant—for his work on the language and culture of deaf communities, his work with deaf people around the world, and his research on electronic devices to enhance hearing.¹⁴ Lane was the first-ever Northeastern professor to receive such an honor.

Other faculty members were acknowledged within the university. Six out of seven Matthews Distinguished Professorships were awarded to arts and sciences faculty members during Curry's tenure, as were three of seven Robert D. Klein lectureships. Matthews professors included Fa Yueh Wu (physics, named in 1989), James Nagel (English, 1990), Pran Nath (physics, 1991), Stephen Reucroft (physics, 1992), Debra Kaufman (sociology, 1994), and Jorge Jose



Nicholas Daniloff—respected journalist, author, and expert on the former Soviet Union—was hired as a journalism professor in 1989; in 1992 he was named director of the School of Journalism.



Former Massachusetts governor and Democratic presidential nominee Michael Dukakis became a political science professor at Northeastern in 1991.

(physics, 1996). Klein lecturers included Bill Giessen (chemistry), Suzanne Ogden (political science), and Jorge José (physics).¹⁵

Arts and sciences also inaugurated its own distinguished professorships in 1992, to honor and fund accomplishments in teaching and research. Awards went to biology's Wendy Smith, to Patrick Manning in history and African-American studies, to psychology's Joanne Miller, to physics' Alain Karma, and to sociologist Jack Levin.¹⁶

The college also managed to boost its cadre of minority professors from 32 to 40 between 1989 and 1996, despite the overall shrinking of faculty ranks. Psychology chair Leon Kamin led the way, enlisting three African-American faculty members in his department alone. He was able to secure these professors largely because of his successful effort to recruit African-American students to Northeastern's graduate program in experimental psychology, which made the department particularly appealing to African-American faculty.¹⁷ As part of this recruiting effort, Kamin established a summer research apprentice program for minority students aimed at giving college juniors a chance to do graduate-level research with psychology professors. Kamin's long-term goal with the summer program was to boost the flow of minority undergraduates into psychology doctoral programs and to eventually increase the number of minority professors in the field.¹⁸ Curry helped by providing the psychology department, for a few years, with eight extra teaching assistantships that supported the African-American students who had been recruited; later, says Kamin, these students were funded by a federal grant.

Research and scholarship by arts and sciences professors brought in \$5 million to \$8 million annually between 1989 and 1996, says Lowndes, and about 220 books were published by faculty members during this period. The college also continued as home base for two prestigious journals, the *New England Quarterly* and *Studies in American Fiction*.

A distinguished speaker series, begun in 1994, brought several well-known visiting lecturers to campus, including consumer advocate Ralph



World-renowned physicist Stephen Hawking speaks to a standing-room-only crowd at Northeastern in April 1990 at an international conference on particles, strings, and cosmology.

Nader and Polish president Lech Walesa, to give public lectures as well as meet with students in smaller groups.¹⁹ Another famous researcher, physicist Stephen Hawking, drew huge crowds to Blackman Auditorium when he spoke at the first International Symposium on Particles, Strings, and Cosmology, organized in spring 1990 by a group of Northeastern physicists led by Matthews professor Nath.²⁰

Students also benefited from a new focus for arts programs and events on campus. For 10 years, from 1982 to 1992, Sergei Tschernisch had directed the Division of Performing and Visual Arts, generating acclaim for Northeastern by creating the eclectic and avant-garde nuArts performance series.²¹ After Tschernisch left, longtime theater professor Mort Kaplan stepped in and sought to increase campus interest in the arts by adding more accessible performances and student workshops.²² In 1993, the division was renamed the Center for the Arts to reflect its new emphasis.²³

Other centers in the college achieved their own brand of distinction, through research as well as outreach to Boston and beyond. For example, the Center for Labor Market Studies, headed by economists Andrew Sum and Paul Harrington, continued to examine a wide variety of issues such as employment, job training, wages, welfare, and the overall economic and social conditions of American families, serving as an important regional and national resource for information. The center produced scores of articles, monographs, and books on regional, national, and state labor markets and workers, for use by foundations, consulting organizations, government agencies, professors, and national and local media experts.²⁴ The center's national reputation, and the willingness of Sum and Harrington to talk economics with reporters, demonstratively boosted Northeastern's visibility. Sum and Harrington also worked directly with Curry, providing him with studies of enrollment and demographic trends that helped him and other senior officials plan for Northeastern's future.

The Marine Science Center, located in Nahant, Massachusetts, maintained its research and educational offerings in marine biology, including its signature East/West Marine Biology program, which provided students with opportunities to do field research and laboratory work both in the United States and the West Indies. In the early 1990s, the center received support from the National Science Foundation and the university to construct new laboratory space, which the center's director, Joseph Ayers, opened to North Shore students.²⁵

A new Center for Interdisciplinary Research on Complex Systems, established in 1994, aimed to bring together researchers from a variety of disciplines, all with a core in physics, to address interdisciplinary problems in biology and materials science.²⁶

In 1993, the Center for Innovation in Urban Education was established to strengthen links between higher education and public schools, particularly those in the city, and to position Northeastern as a regional leader in urban education. Headed by James Fraser, a leading Massachusetts authority on education, the center served as an umbrella unit for Northeastern's urban education programs, fostering collaborations between the university and area schools. The center also focused on demonstration projects for schools, continuing education for teachers, and fresh approaches to teacher education.²⁷

Several other outreach programs to high schools were pioneered by faculty members. One project, begun by math professor Robert Case, brought state-of-the-art calculus courses to Boston high schools; another initiative, led by public relations professor Kelley Chunn, helped introduce minority high school students to the field of public relations; and yet another program, run by biology professors Kostia Bergman, Aileen Knowles, and Phyllis Strauss, drew middle and high school science teachers to the campus in the summer for training and updating in biochemistry and molecular biology.

Another form of outreach was sustained through the work of music professor Roland Nadeau, founder and former chair of Northeastern's music department. Nadeau, who had developed the popular Music at Noon concert series at Northeastern, also continued to host the long-running public radio program on WGBH, *A Note to You*, that introduced the joys of classical music to thousands of listeners.

Arts and sciences students also achieved notable gains during Curry's presidency. Hundreds participated in the university's honors program. Students on the university's forensics team garnered attention as some of the top college-level debaters in the country, competing against schools like Cornell, MIT, Yale, and West Point. In 1990, in its seventh year of competition, the team was ranked thirteenth in the nation.²⁸ To better support the forensics team as well as other student extracurricular activities, the college established a special fund in 1991 to help pay for field trips, participation by some students in the Model United Nations, and student clubs and colloquia.

One student, political science major Jessie Decker, won a highly competitive national award for students pursuing public service careers. Decker was one of 60 students nationwide to receive the \$30,000 Truman Scholarship.²⁹

The successes of arts and sciences—faculty research, innovative programs, student accomplishments, noteworthy visitors—were highlighted in a high-quality publication called the *Arts & Sciences Chronicle*, which first appeared in spring 1988. Originally conceived as a fundraising tool, the *Chronicle* was so well received that it began to be used as a recruiting vehicle for new students. By the end of the Curry presidency, the *Chronicle's* typical distribution

had topped 30,000 and was reaching alumni, potential students, parents, the campus community, corporations, and friends.

A year before Curry stepped down, in 1994–95, the college celebrated its diamond, or sixtieth, anniversary year. Numerous events were planned to commemorate the anniversary, such as visits by guest speakers like U.S. labor secretary Robert Reich and United Press International White House correspondent Helen Thomas; conferences on education and the media; and theater and music productions. It was a fitting tribute to a college that had come far from somewhat humble beginnings. It was also an appropriate celebration of its significant gains, in spite of severe budget constraints, through the late 1980s and mid-1990s. Says Curry, “As an alumnus of the college, I am particularly proud of its great strides during this period.”

A NEW BOUVÉ COLLEGE EXPANDS ITS COMPETITIVE EDGE

Bouvé College of Pharmacy and Health Sciences faced greater change than any other academic unit at Northeastern during the Curry years. The most visible and momentous was the restructuring of the college itself: in 1992, the College of Pharmacy and Allied Health Professions joined with Boston-Bouvé College of Human Development Professions to become the new Bouvé College of Pharmacy and Health Sciences. Departments were shifted, programs were added or dropped, and staffing changed. One constant remained, however: Bouvé’s programs continued to be among the most competitive and selective at the university, attracting superior students and boasting the highest student retention rates of all of Northeastern’s colleges. Near the end of Curry’s presidency, Bouvé dean James Gozzo told the *Northeastern Voice*, “The word is out that we’re a selective college.”³⁰



Bouvé dean James Gozzo

Bouvé’s strongest programs, pharmacy and physical therapy, were complemented by six other signature programs: athletic training; cardiopulmonary sciences; counseling psychology, rehabilitation, and special education; medical laboratory science; speech-language pathology and audiology; and the physician assistant program. As a group, the programs routinely received between 5 and 10 applications for each available spot.³¹ Between fall 1989 and fall 1995, average SAT scores of entering freshmen jumped about 90 points,

from 910 to 1001, and rose even higher the following year according to a re-centered scale.³²

But while Bouvé's individual programs performed well through the years, the question of the college's organization had preoccupied officials for the better part of a decade. Before the fall 1992 merger, the university community had spent literally thousands of hours discussing and debating how to bring together the various health programs at Northeastern.

Bouvé's roots go back to 1964, when Bouvé-Boston, a well-known four-year women's college dedicated to physical education and physical therapy, cut its ties with Tufts University to join with Northeastern, reversing its name to Boston-Bouvé.³³ By the mid-1970s, when it became clear that Northeastern's College of Education was in trouble because of declining enrollments and a poor job market for graduates, the idea arose of merging the two colleges. That merger was finalized in 1980.³⁴ Through the 1980s, with changes in the marketplace, Boston-Bouvé's emphases began to shift as well—from turning out physical education teachers to producing athletic trainers; from community and outdoor recreation programs to fitness and sports/recreation management; and, in health education, to a greater focus on community health, preparing students for careers in rehabilitation centers, fitness and exercise centers, and hospitals.³⁵

Throughout the same period, Northeastern's College of Pharmacy was pursuing its own path. The college was born in 1962 as the result of an agreement between Northeastern and the New England College of Pharmacy, which closed its doors as an independent institution at that time. A master's program in pharmacy was established in 1964 and enrollment increased steadily throughout the 1960s. Then, in 1971, Northeastern consolidated its proliferating health science programs, including pharmacy, into a new College of Pharmacy and Allied Health Professions. Although some faculty members at the time were reluctant to cede authority over their own programs, the new college grew quickly throughout the mid-1970s.³⁶

In the 1980s, however, the college experienced its own enrollment problems, prompted in part by students' flight from low-paying fields in pursuit of success in the high-flying business world. Moreover, the college suffered a loss of resources when government financial support for health professions programs and students, which had been plentiful in the 1960s and 1970s in response to national concern over a shortage in health personnel, dried up when that crisis was over.

While the college worked hard to improve its programs, it continued to be plagued by low enrollments, prompting the university in the mid-1980s to revisit the idea of consolidating its health programs into a single unit.

By 1987, a commission of faculty and administrators had recommended the creation of a health professions college consisting of four schools: pharmacy, nursing, allied health education, and administration and counseling. But faculty voiced concerns about leadership, citing differences among the various units that they thought would make it difficult to merge. The discussions became so divisive that, by spring 1987, President Ryder decided to reject the merger plan.³⁷

The issue of merging health programs was not over, however. Part of what had prompted discussions in the first place was the feeling that a single health professions college would help make clear to the outside world Northeastern's strength in this area, thus boosting its reputation as well as its enrollments. Notes Patrick Plunkett, an associate dean with the pharmacy college and later with Bouvé, who would go on to become interim dean of Bouvé after Gozzo's departure in 1998, "With several different health-related colleges, it was sometimes very hard to see the kind of depth and breadth of programming that was actually here at Northeastern relating to the health sciences." And so, when the university faced its 1990 budget crisis, senior officials decided it was time to take action.

Says Gozzo, "In the previous merger discussions, there was no real financial need at the time to do so, no real urgency. And, as in any merger, people would lose positions. But in 1992, when the decision was made to merge, there was no question that it was going to happen."

Deliberations about the merger began in late 1991, with both Curry and provost Michael Baer meeting with the involved faculty; the move was approved in spring 1992, and the reconstituted college was opened in fall 1992. Three Bouvé programs—physical education, school and community health education, and recreation management—were eliminated. A fourth, the graduate program in speech-language pathology and audiology, was spared from being cut after its director, Kevin Kearns, and other advocates pointed out its benefits to the university.³⁸ Nursing was not included in this merger, although it would later join the health professions college after Curry's retirement. The 1992 merger saved the university about \$1.5 million over four years.³⁹

Other benefits emerged as well. Plunkett says the merger created a "critical mass" of programs that demonstrated the university's strong engagement with the health sciences. In addition, he says, a vigorous new department of cardiopulmonary sciences evolved from the merger, formed from the departments of respiratory therapy and health, sport, and leisure studies. "These two groups of faculty who had been in two separate colleges, and who shared so much in common, could be brought together," says Plunkett. "They pooled their resources and their facilities to create a thriving department."

Indeed, the college as a whole thrived during the Curry years, in spite of the ongoing budget problems. As with the College of Nursing, increased demand in the health professions brought greater numbers of applicants to Bouvé. Before the 1992 merger, undergraduate enrollments in both Bouvé and the pharmacy college had been fairly steady, averaging between 1,050 and 1,150 in the former and 600 and 700 in the latter. After the merger, enrollments stood at about 1,550, then began to grow, climbing to nearly 1,750 by fall 1996.⁴⁰ Gozzo says that the restructured college attracted students interested in developing an awareness of a variety of health professions.

At the same time, selectivity was very high. For instance, Plunkett says, physical therapy attracted such top-quality students that the retention rate was the highest of any program in the university. Pharmacy at times drew roughly 20 transfer applications for every opening in the program. And in fall 1995, 450 individuals applied for just 40 spots in the college's graduate speech pathology program.⁴¹

Several new programs were established during Curry's tenure. A new bachelor's in cardiopulmonary sciences was approved in 1992,⁴² and a master's was affirmed two years later. Two other graduate programs were created: a six-year doctorate in pharmacy (1993) and a six-year master's in physical therapy (1995).⁴³ At the same time, the college took steps to phase out its undergraduate degrees in these two fields, in deference to a health professions marketplace that was demanding greater expertise from its entry-level workers.⁴⁴ The college also made plans for a new five-year master's program in speech-language pathology and audiology, which enrolled its first students in 1996.⁴⁵

The college's physician's assistant program, led for its entire history by professor Suzanne Greenberg, marked its twentieth anniversary in 1992 with much to celebrate.⁴⁶ At that time, the graduate program was one of only 55 such programs in the country and the only one in Massachusetts. It was accepting only 1 out of every 10 applicants, and nearly half of Massachusetts's licensed physician assistants had graduated from Northeastern's two-year program.⁴⁷ In 1990, Northeastern ranked fourth nationally in terms of these graduates passing the national licensing examination, Greenberg says. And in 1994, the program was ranked in the top 10 percent of similar programs nationally and was fifth out of 58 programs in the primary care and surgery components.⁴⁸

In the research arena, the level of outside support increased to about \$4 million annually. A new research center—the Center for Drug Targeting and Analysis—was founded under the direction of Ban-an Khaw, an internationally known researcher who came to Northeastern in 1991 from Harvard

Medical School and Massachusetts General Hospital.⁴⁹ The center's goal was to experiment with new methods of transporting drugs to specific areas of the body without affecting other areas. Khaw's work was supported by pharmacy alumnus George Behrakis, who gave \$250,000 in 1991 for Khaw's endowed professorship, and two years later contributed \$1 million for an endowed chair. External grant funding for Khaw's research ranged between \$250,000 and \$500,000 a year.⁵⁰ Curry helped by providing funds for a major renovation in the Mugar building to create a new lab for Khaw, as well as for lab renovations for other Bouvé disciplines and seed grants to spur faculty research.

Other researchers also brought in millions in research dollars during the Curry years: Matthews Distinguished Professor Mary Florentine, for her interdisciplinary research on hearing; medicinal chemistry's Roger Giese, for his work developing techniques to detect toxic contaminants in DNA; and Gozzo himself, for research on how to control the rejection response in organ transplantation.

On another front, special education expert Karen Lifter volunteered her services when Northeastern took on the task of evaluating the effectiveness and examining the finances of the Boston public schools in 1991.⁵¹ Lifter was one of a number of university faculty members from various units who lent their expertise to the cost-cutting effort.

Faculty members worked as hard in the classroom as they did in the lab. Some class sizes were larger than faculty would have liked because, on occasion, budget pressures led admissions officials to accept more students to Bouvé than planned for. Bouvé was a logical place to boost acceptances because the quality of incoming freshmen was invariably high. Although larger class sizes were burdensome, Plunkett says faculty rose to the challenge. "The faculty took their responsibilities to the students very, very seriously," he says. "Though there was frustration, I don't think students ever saw it. Everyone would just roll up their sleeves and work harder."

Indeed, Bouvé had a reputation for close relationships between students and faculty members. Gozzo himself met with students once a quarter so they could air their concerns. The effort to connect with students wasn't lost on Curry, who often pointed to Bouvé as a good example of the kind of student-centeredness he wanted to see practiced on a university-wide basis.

Bouvé's efforts to engage with students reflected one of Northeastern's central goals during the Curry administration: to make the campus a friendlier, more welcoming place. Indeed, all of Bouvé's accomplishments during this period—maintaining high quality, instituting new programs in response to market-driven trends, focusing on several areas of quality research, and

remaining adaptable—were emblematic of the achievements of the university as a whole during a period of economic uncertainty and academic challenge.

MODERN FACILITIES AND FRESH IDEAS FUEL COLLEGE OF BUSINESS ADMINISTRATION

In February 1992, when the *Northeastern Voice* featured an article in which college deans discussed how they were coping with budget cuts, business dean David Boyd sounded an optimistic note. In spite of the fact that enrollments in the College of Business Administration had dropped precipitously since the mid-1980s, Boyd insisted that the college had to keep investing in its future. “We have to be entrepreneurial,” he told the *Voice*, “because once we come out of this enrollment decline, we want to be positioned as a competitor in the marketplace.”⁵²

Boyd’s comment aptly describes the college’s stance during the difficult period of the late 1980s and early to mid-1990s. Even though undergraduate enrollments had fallen by half between 1989–90 and 1995–96, the college still advanced a number of initiatives. The moves weren’t made simply for posterity or because the business college had been a Northeastern mainstay for years, with roots going back to 1910.

Instead, the feeling was that enhancing the college’s strength even when budgets were tight was necessary to prepare for the inevitable return of business as a popular undergraduate major.



David Boyd served as business dean from 1987 through 1994.

And so, new majors were created; international programs and collaborations were expanded; students’ experiences in the college were improved; interdisciplinary study was fostered; and selectivity was emphasized as average SAT scores of incoming freshmen jumped by 40 points, from 945 in fall 1989 to 985 in fall 1995; in fall 1996, the average score was 1057 on a recentered scale.⁵³ “Despite the difficult times, creativity flourished in the college,” Boyd says. “We pushed for innovation even during the downturn, because innovation represents the future.”

The most visible move in this direction was the complete overhaul of the Dodge building to create a new home for the college, after the library was

The most visible move in this direction was the complete overhaul of the Dodge building to create a new home for the college, after the library was

relocated to its new home in Snell. Curry worked with Boyd for months to raise funds for the \$12 million renovation despite the bleak enrollment picture.

“Jack understood that to increase enrollments and stay competitive, it was necessary to invest in Dodge,” Boyd says. “It was important to create a sense of community for our students.”

Curry concurs: “We knew that business enrollments would not stay down forever, and that it was essential to have a vision and plan for the late 1990s.”

Still, it was a leap of faith to spend so much money on the college’s future, given the magnitude of its losses. In fall 1985, at its largest, the college had served nearly 4,100 undergraduates and 1,300 graduate students.⁵⁴ Nearly 800 new freshmen came that year, and the numbers kept increasing right through fall 1988, when nearly 930 freshmen enrolled. The college could not find business faculty fast enough, even entering into bidding wars to lure new teachers. Northeastern clearly enjoyed the fruits of the nation’s love affair with the business world during the 1980s, buoyed by increased productivity and a soaring stock market.

In hindsight, Boyd calls the numbers “too good.” He says the college was accepting more students than it could reasonably accommodate; it might have been more prudent had the college accepted fewer people and focused more on improving quality and services for those who did enroll. “These were reforms that eventually took place under Jack,” Boyd says. “But they didn’t exist at the time.”

When the Dow Jones Average dropped more than 500 points in October 1987, leaving investors scrambling for cover and corporations searching for ways to downsize, students stopped flocking to business schools. Freshman numbers began falling in 1989. That year, 731 new students enrolled; in 1990, the number decreased to 448; then the numbers went even lower, to 365 in fall 1991 and, the lowest point, 270 in fall 1992.⁵⁵ By fall 1995, the total number of undergraduates had declined to 1,848—less than half the number of 10 years earlier. Graduate student enrollments also dropped, from about 1,300 in fall 1985 to 880 in fall 1995; most of the losses came from part-time enrollments, which plummeted from 900 to 500.⁵⁶

While many business schools suffered during this period, Boyd says Northeastern was hit harder for several reasons. Part of the picture reflected demographics; the high school population had decreased more sharply in the Northeast than elsewhere in the country. A second reason was that Northeastern’s acceptance rate was already so high that the pool of applicants it could

accept without further eroding academic standards was nonexistent. A third problem was that none of the wide array of graduate programs had cultivated a sufficiently strong niche for itself. The college also faced strong competition from other regional schools such as Boston University, Boston College, and so-called boutique colleges like Babson and Bentley, which focused exclusively on business programs.

A more serious issue was that Northeastern's image as an easy institution to gain admission to sometimes obscured the good programs that its individual colleges had to offer. "We were a very good school," Boyd says, "but we had not yet cultivated the image of 'smaller but better.' We had not yet adequately conveyed the notion of the really good product that we did in fact have."

To cope with the enrollment downturn, the college explored ways to cut expenses. It froze hiring, did not renew some junior faculty contracts, and cut back on lectureships. The number of full-time faculty dropped from 112 to 69 between 1989 and 1996.⁵⁷ The situation "forced us to make some real decisions and we probably emerged the better for it," Boyd says now.

But retrenchment was only part of the story. Officials also set about making improvements aimed at strategically positioning the college for future stability. Dozens of high school guidance counselors were invited to campus meetings with faculty members, and college officials visited high schools to promote the business program. Boyd and his colleagues solicited suggestions from corporate leaders, alumni, and recruiters as to what sort of training would be most valuable for graduates. Focus groups helped determine what programs current students wanted. Guidebooks and other communications with prospective students were improved. By 1993, with Curry's backing, the college had adopted several new programs: master's degrees in finance and taxation, and a bachelor's degree in international business, which combined a curriculum of business administration with the study of foreign language and culture.⁵⁸

The international business degree, which began accepting its first new students in fall 1994, allowed the college to capitalize on the increasingly global economy and to attract students from new locales, and it quickly became one of the business school's biggest drawing cards. By its second year, a third of all those interested in the College of Business Administration wanted to come to Northeastern because of the international business degree, and the program was welcoming between 50 and 60 new students each year.⁵⁹

International connections were promoted in novel ways during Curry's presidency. New electives with an international focus were offered;

global business issues were incorporated into many courses; and the college fostered new strategic alliances with business schools and government organizations overseas. International exchange programs flourished, sending students to Canada, the Czech Republic, England, France, Finland, Germany, Hungary, Indonesia, and Singapore. Customized international programs brought foreign executives to Northeastern for training, including groups from the Soviet Union and India. As Boyd wrote in the college's 1989–90 annual report, the marketplace had become global, and an international focus “has become an integral part of our identity.”⁶⁰

Even the choice of a new dean, Ira Weiss, reflected the college's concern with international connections. Weiss, who came to Northeastern in 1994 after serving as dean of the Madrid Business School for two years, was praised by provost Baer at the time for his understanding of and experience in international business.⁶¹



Ira Weiss became business dean in 1994.

The college also fostered interdisciplinary connections during Curry's tenure. To create the bachelor's in international business, for example, business college officials collaborated with other colleges at Northeastern. With the College of Nursing, the business college instituted a combination master's of science and master's in business administration for advanced practice nurses seeking management positions in health care. Under Weiss, the Graduate School of Business Administration began a joint program with Tufts University School of Medicine and Brandeis University's Heller School to offer a combined medical degree and master's in business administration in health management.⁶² Also, the college's creation of customized programs for specific companies led to more crossflow and team teaching within the business college itself and less emphasis on dividing programs along strict functional lines, Boyd says.

In addition to instituting new academic programs, college administrators and faculty also focused on helping freshmen bond with the college more quickly, by setting up new one-credit courses, similar to courses that had already been established in the College of Engineering, that introduced them to what the college and co-op were all about. Weiss observes that there were “phenomenal” outcomes from that strategy. Both during Curry's time and shortly after, Weiss says, retention of students between the freshman and sophomore years improved by almost 10 percent, from 72 percent to

81 percent. The gains were also a function of increased undergraduate financial aid and the improving quality of incoming students.

To boost research, Curry invested \$1 million over a two-year period in research productivity awards. The more research a faculty member did, the more teaching release time he or she would get. Curry also allowed any profits made from international ventures to be rolled over into new international programs. The business college benefited from other university-wide efforts to spur research and teaching improvement, including providing faculty members and their departments and colleges with overhead reimbursement funds from federal grants, and with awards from the provost's strategic initiatives fund, the faculty development fund, and the instructional development fund. Boyd says such moves nourished an entrepreneurial spirit in the college during what was, overall, a time of constriction and cut-backs. Says Curry, "These were ways to keep up morale when money was being taken away."

Research by business faculty during Curry's tenure covered a spectrum of topics ranging from Russian management to corporate crises. For example, in the management area, Daniel McCarthy focused on corporate strategy, Russian management, global competition, and the management of high-tech companies; Marc Meyer researched new product development; Ravi Ramamurti studied privatization; and Eileen Trauth analyzed the impact of information technology on organizations and societies. In the human resources area, Ralph Katz studied how to manage technical innovation and technical professionals; Sheila Puffer examined leadership, international business, and Russian managerial practices; and Bert Spector focused on managing human resources during times of organizational change. Harlan Platt, in the finance area, analyzed corporate bankruptcy and crisis management.

The relationship between Curry and the college of business went beyond simply readjusting the money flow. He also worked closely with several members of the faculty—with Wesley Marple, Jr., who chaired the Faculty Senate early in Curry's presidency; with Edward Wertheim and Joseph Meador, who chaired, at different times, the Senate's financial affairs committee and collaborated with Curry in identifying key university budget issues; and with Jeffery Born, who in 1995 and 1996 played a key role in the university's newly formed financial priorities committee. "I had tremendous help from the faculty of that college," Curry says.

Curry also endorsed the college's connections with the corporate community. During his tenure, such relationships were fostered by the expansion of the college's board of visitors and its associates program. The board of visitors was established in 1982 to encourage top New England executives to lend

their advice and expertise to the college; the associates program, begun in 1984, gave corporate members access to faculty research as well as to seminars and workshops, while generating extra revenue for the college through dues payments. The college also fostered a strong corporate network by continuing to run its popular breakfast forums for chief executive officers, a program recognized in 1996 as a national leader by Top Speaking Forums, a Washington, D.C.-based organization.⁶³ Students also reaped the benefits of the college's



Graduate business students in a Dodge Hall study lounge; the renovated building featured a corporate ambience, amphitheater-styled classrooms, and smaller rooms and a café aimed at promoting interaction among students and faculty members.

corporate ties, through courses such as “The Chief Executive Officer” and “The Chief Financial Officer,” both of which featured lively classroom presentations by leading New England executives.

Just as corporate ties were necessary to the college through the late 1980s and the first half of the 1990s, so too was the notion that the college's environment should evoke a corporate atmosphere. The renovated Dodge building, which opened in fall 1993, had wide corridors, tall ceilings, marble floors, blue-tinted windows, a café and other places to sit and talk, and a lobby with a decidedly corporate ambience.⁶⁴ “It was important to have that corporate look, because if we look good, then people assume we are good,” Boyd says. “We all knew our excellence, but it was essential to get it to percolate to the world outside.”

The building not only burnished the business school's image, but more important, it enhanced the academic experience, Boyd says. The structure was designed to encourage an "ambience of interaction" outside the classroom. The classrooms themselves aimed at the same goal; they were amphitheater-styled, hard-wired for computers, and equipped with VCR technology. There were also smaller rooms for seminars, meetings, and study. The whole point, says Boyd, was to create space that would enhance teaching in the business college environment, which placed heavy emphasis on discussion and crossflow among teachers and students. And the finished building was indeed a place where students could feel comfortable learning as well as talking with professors and one another. "When I first came here," Boyd recalls, "a bell would ring and people would race off into the night and that was it. Now they linger and reflect. The mood is 'Let's stay here and talk about things academic.'"

The quality of the business college's academic program was recognized by independent observers even as the college struggled with budget and enrollment issues. A book called *The Ultimate Guide: Top Business Schools*, published in 1990, named Northeastern's graduate school of business one of the top 5 such schools in New England, out of a group of 57 chosen from 700 schools nationwide.⁶⁵ And in 1995, *U.S. News & World Report* ranked Northeastern's part-time MBA program as eleventh best in the nation.⁶⁶

The Dodge renovation, new academic programs, and the connections fostered between faculty and students and the outside world created a new synergy that nourished a resurgence for the business college. In a remarkable six-year turnaround, the College of Business Administration was transformed from a program struggling merely to survive into a proud leader in the field of business education. Weiss says the enrollment management changes of the Curry era—with emphasis on recruiting in new markets such as California, Colorado, Florida, and Texas—helped the university, and the business college, find a new, larger pool of better-prepared students. "The successes we're seeing now," said Weiss in 1999, "are seeds that were planted several years ago."

COLLEGE OF COMPUTER SCIENCE GAINS STATURE

The College of Computer Science, which saw its enrollments battered in the economic storm of the mid- to late 1980s, was one of several Northeastern colleges to alter its course in the early 1990s. In fact, the turnaround was critical for the college, which witnessed its very existence being called into

question after undergraduate enrollments fell nearly 70 percent in seven years, plummeting from a high of 779 in 1984 to a low of 263 in 1991.⁶⁷

The changes made by the college succeeded. Enrollments began inching back up in 1992 and continued in that direction through fall 1996, when undergraduate students numbered 359.⁶⁸ It was still a far cry from 1984, but it was a positive development. And the turnabout had come not just in enrollments, but in the college's overall philosophy. Throughout the early 1990s, computer science officials sought to become less insular, to establish connections with Northeastern's other colleges, so that by the end of the Curry presidency, computer science was much more tightly woven into the academic fabric of the university. At the same time, computer science faculty members continued to win impressive grants for their research, and the academic caliber of computer science students remained the best of any at Northeastern.

During Curry's tenure, the computer science college had two leaders. Cynthia Brown, an associate professor at Northeastern since 1984 and the college's research director since 1989, became dean in September 1990 after a year as acting dean.⁶⁹ When Brown left for Oregon's Portland State University in 1994, Larry Finkelstein was named dean.⁷⁰ He had been a member of the computer science faculty since 1983, research director after Brown became dean, and associate dean and director of the graduate school beginning in 1991.

When the college opened in 1982, no one could foresee the troubles computer science would experience. At that time, it seemed clear to President Ryder that a separate college made good sense to accommodate the growing computer science profession, despite opposition from the colleges of engineering and arts and sciences, which had run computer science as an interdisciplinary program before 1982.⁷¹ Early indications pointed to success. The college more than doubled its enrollments in its first two years;⁷² it received glowing accreditation



Cynthia Brown led the computer science college from 1990 to 1994.



Larry Finkelstein became computer science dean in 1994.

reports from its first review in 1986 onward; and it established a doctoral program in 1987. Furthermore, it boasted an impressively refurbished facility, the former Botolph building, the oldest structure on Northeastern's campus, which became David and Margaret Fitzgerald Cullinane Hall in September 1985, in honor of the parents of alumnus and trustee John Cullinane, founder and chairman of Cullinet Software, Inc., who gave generously to support the renovation.⁷³

But enrollments began to dip, partly because of changes in the economy and partly because—as computer science officials admitted then and still acknowledge today—the program was extremely challenging. Early on, the college had sought to train students in theoretical computer science concepts that would serve them well for years to come, as opposed to particular kinds of software that could become obsolete in a year or two. Such a focus made sense because, as Brown points out, students must learn general principles to enable them to work with various kinds of new technology. But the work was tough, prompting some students to drop out or choose not to attend Northeastern in the first place.⁷⁴ Those who did stay sometimes had a hard time sticking it out until graduation; from the mid-1980s through the mid-1990s, the college typically lost a sizable portion of its freshmen every year—on average, between 35 and 40 percent.⁷⁵ To offset the losses, as well as to appease employers who wanted computer science graduates to be familiar with current technology, the college moved toward more of a middle ground by continuing to offer strong theoretical training but adding hands-on experience with current software, according to Brown.

When Northeastern faced its budget crisis in 1990, some officials and faculty questioned the wisdom of maintaining computer science as a separate college. In winter 1991, Provost Baer appointed a committee, chaired by criminal justice dean James Fox, to examine whether or not computer science should continue independently.⁷⁶ The committee considered various issues: what the cost savings might be if computer science were merged into another college; whether or not computer science might draw more external funding, particularly from industry, if it were located in the College of Engineering; whether moving computer science might affect its visibility; and how shifting the program might affect teaching and research.

After the committee issued its report in late spring, Baer decided to leave the computer science college intact. He says he did so because, as the report outlined, the college had quality faculty and the potential to expand its external funding; it would lose visibility as part of another college; and its programs didn't fit comfortably either in engineering or in arts and sciences.

Still, Baer laid out some conditions for Dean Brown. Enrollments, he said, must be doubled within two years and the college had to offer service courses to outside majors and deliver them well. In essence, the college had to prove that it was essential to Northeastern.

Brown accepted the challenge and succeeded in making the changes Baer sought. A computer literacy course was established for students from all disciplines at the university, with sections tailored for those majoring in areas as different as nursing, criminal justice, and mathematics. "There was a concerted effort for our college to play a more strategic role, both in service courses and in new programs," says Finkelstein. "We wanted not to just look inward, but to really have an impact on the university."

Says Baer, "Cynthia [Brown] and Larry [Finkelstein] changed the culture of the college and enabled the faculty to recognize their breadth of ability and their centrality to the university."

This change of focus was not unique to Northeastern. A 1992 report from the National Research Council titled "Computing the Future" articulated a criticism of computer science programs in general for failing to engage in more interdisciplinary ventures.⁷⁷ "Other disciplines were becoming more dependent on computing technology," says Finkelstein. "Physics, engineering, business, health, you name it. And there was a danger that those fields would develop their own kinds of computing infrastructures," which could be cumbersome as well as a financial burden on institutions.

In the early 1990s, the computer science college also began to partner with other academic units in seeking joint grants from outside. The move was successful: one joint grant submitted to the National Science Foundation with the Center for Digital Signal Processing, part of the electrical and computer engineering department, brought in nearly \$1 million for new computer equipment in 1991.⁷⁸ Curry assisted in securing the grant by meeting personally with federal reviewers, Brown recalls. "Jack really came through and helped us get that grant," she says. "It was a big feather in our cap and got us equipment that we badly needed."

Individual computer science faculty members also won major grants. Robert Futrelle was awarded \$4 million from the National Science Foundation (NSF) in 1989 for the biological knowledge laboratory, a project aimed at improving computer searches of biological literature. Futrelle, along with colleagues Ken Baclawski and Carole Hafner, secured another \$700,000 from the NSF in 1992 for a related grant to study databases for biological papers and techniques. Mitchell Wand brought in several large grants to support his work in programming languages. Other major areas of research included software

engineering, theory, symbolic algebra, and networks. Still other faculty worked to develop interactive software for teaching computer science.⁷⁹ For four out of the seven years between 1989 and 1996, faculty of the small college received between \$1 million and \$2 million annually in external research funding.⁸⁰

The college also sponsored several prestigious academic journals, including *Theory and Practice of Object Systems*, coedited by Karl Leiberherr, and *Artificial Intelligence and the Law*, edited by Hafner and the law school's Donald Berman.

Another computer science faculty member, Richard Rasala, played a key role in the Curry administration's efforts to enhance computer technology on campus. Rasala acted as an adviser without portfolio to Curry, helping the university understand the importance of investing in technology and serving on several key committees devoted to creating the campus-wide computer network known as NUNet and to providing up-to-date computers for faculty, staff, and students.

In addition to its strong research focus, the computer science college also endeavored to fulfill a key goal of the Curry administration—strengthening ties with the cooperative education department. Melvin Simms, a co-op coordinator who worked with computer science students, was the first of his colleagues to establish an on-site office in one of the colleges. Setting up shop in the Botolph building helped reinforce the notion that co-op was an integral part of the learning experience and made it easier for students to meet with Simms.

The computer science college also made strides in improving the quality of the student experience, yet another of Curry's major goals. The college involved students in its daily life and sought to make them feel comfortable by maintaining a small-college environment within the larger university. Computer science students interviewed by the *Northeastern Voice* in 1995 said they felt strongly connected with their college, partly through volunteering to help maintain and upgrade the college's computer system and partly through ample communication with professors and other students via computer "dungeons"—the forerunners of Internet chat rooms—in which up to 40 individuals could converse at the same time.⁸¹ Finkelstein told the *Voice*, "We've tried to use the notion of electronic community to reduce the size of a large, urban, impersonal university."

In many ways, the College of Computer Science improved not just in spite of its early enrollment losses and the near-loss of its very identity, but because of those crises. "During Jack's presidency, the computer science college

became more well-rounded,” says Baer. “It graduated its first doctoral students, had as diverse a faculty as any computer science program in the country, and increased its research capacity and national reputation. It also began to make a university-wide contribution, recognizing that by playing a cooperative role with other programs, it could gain strength and improve the institution as a whole.”

A SOARING REPUTATION FOR CRIMINAL JUSTICE

Norman Rosenblatt, the Northeastern graduate who served as dean of the College of Criminal Justice from 1969 to 1991, used to call the college the “Harvard” of criminal justice, and that characterization continued to fit through the Curry presidency. Says James Alan Fox, who was named dean after Rosenblatt stepped down, “We are the top program in New England, and one of the top programs in the United States. We have a large, high-quality, renowned criminal justice college.”

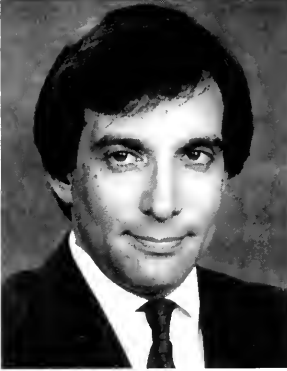
The college was established in 1967 under President Asa Knowles during a time of civil unrest that increasingly focused the nation’s attention on issues of law and justice.⁸² Concerned with rising levels of violent crime, federal officials provided funds to help educate law enforcement professionals under the Law Enforcement Assistance Act (LEAA). The Ford Foundation also gave Northeastern a sizable grant for criminal justice education at the time. The availability of such funds, along with the tenor of the times, helped spur Northeastern to create the new college.

The early years were not without their rough spots. In the late 1960s and early 1970s, student protestors railed against the college, at one point charging that it was training “pigs” and should be “destroyed.”⁸³ In spite of the antagonism, though, Rosenblatt directed the college to offer a broad liberal education to criminal justice students, including courses in social sciences, behavioral sciences, and the humanities,⁸⁴ and also initiated a graduate program. Eight years after its inception, the college had grown from 50 to 1,600 students.⁸⁵

Curry credits Knowles for his vision in supporting the college’s creation, despite substantial resistance by some faculty who felt criminal justice would best be kept as an arm of sociology. Adds Fox, “What Asa Knowles had considered an experiment during the late 1960s—a college that was established during a tumultuous time of student unrest, amidst the perception that

it was going to be a further arm of the police—well, things have been more successful than Asa Knowles could have imagined.”

During the years Curry was president, the College of Criminal Justice raised the quality of its students, maintained strong enrollments, and continued to draw top-flight researchers to its faculty ranks. It became increasingly well-known thanks to media focus on some of its researchers, most notably Fox himself, who had been a faculty member since 1977 and director of the graduate school of criminal justice in 1990–91, and then became dean in June 1991. The college also kept up a long-standing tradition of working closely with local law enforcement officials on a variety of issues.



James Fox became criminal justice dean after longtime dean Norman Rosenblatt stepped down in 1991.

Its biggest problem, perhaps, was the necessity of balancing two competing goals: that of improving its student-faculty ratio and its selectivity while at the same time keeping enrollments strong enough to help the university through a period when enrollments were falling in other disciplines. With only 13 or 14 full-time faculty members working through the early 1990s, and with the large number of criminal justice majors, it was hard to keep class sizes manageable, Fox says. Another issue was that

Fox's desire to create a doctoral program had to be put on hold because of limited resources.

Criminal justice college enrollments were more solid during the Curry years than they had been through the 1980s. Federal money had stopped flowing in 1978 when the LEAA program was ended, and, predictably, enrollments fell during the early 1980s. But as the 1990s approached, the numbers went back up. In fall 1986, the college enrolled 211 new freshmen; by 1989, just three years later, there were 320 new students and an overall undergraduate student body of 1,130, up by 235 students during the same time period.⁸⁶ Potential students showed strong interest in the criminal justice field, which was expanding across the nation as widespread concern about crime led to the building of new prisons, the hiring of more police officers, and the burgeoning of the private security industry. Through the early and mid-1990s, the college's substantial national reputation also attracted a robust applicant pool, so that it was able to greatly enhance selectivity. By fall 1995, the college's acceptance rate was 81 percent, down from 94 percent in 1989, while the number of

undergraduates in the college remained constant at about 1,100.⁸⁷ At the same time, SAT scores of entering freshmen jumped nearly 75 points.⁸⁸ Graduate enrollments also rose,⁸⁹ particularly among full-time students, creating a stronger sense of community in the graduate program.⁹⁰

For most criminal justice students, Fox says, Northeastern became their first-choice school, because of both its “sterling” reputation and co-op. Many Northeastern criminal justice graduates went on to work for local, state, or federal government agencies; others progressed to law school or academic careers.

Research undertaken by the college faculty was widely publicized and well respected. Faculty expertise ranged from serial murder, hate crimes, and terrorism to policing, law, corrections, and security. One former professor, John Laub, won three major awards—the so-called Triple Crown of criminology—for coauthoring a 1995 book, *Crime in the Making: Pathways and Turning Points Through Life*, a study of how criminal behavior evolves over the course of an individual’s life. Longtime professor Edith Flynn was known internationally for her expertise on corrections and terrorism and was widely quoted on the subjects. Fox was best known for his work on serial and mass murders, juvenile justice, capital punishment, and statistical methods in criminal justice research. A nationally recognized authority on homicide, he was featured regularly on television and in newspapers and magazines, often with his colleague in the sociology department, Jack Levin, also an expert on mass murder, serial killings, and youth violence. In an April 1995 profile of Fox, *USA Today* went so far as to dub him the “Dean of Death” for being “arguably the nation’s foremost criminologist” and “certainly its most quoted.”⁹¹ He was also called on, time and again, to provide expert testimony and briefings for Congress and the Clinton administration.

Curry knew well the benefits of such media attention. In 1995, he called the college one of Northeastern’s “jewel pieces.”⁹² He says the college had a good mix of research- and teaching-centered faculty who, “thanks to Jamie’s national exposure and reputation, were able to project a strong image.”

Fox, in turn, credits Curry with proffering encouragement in several key areas: promoting media visibility, building alumni relations, and helping attract substantial external support to the college. Curry, in fact, made several trips to visit potential supporters of the college. He accompanied Fox to Memphis to visit Ira Lipman, president and chief executive officer of Guardsmark, Inc., one of the nation’s largest and fastest-growing protective security companies; the relationship culminated in sizable donations that resulted in an endowed chair for the college. Curry, along with trustee Robert Marini, also

met with engineering alumnus Robert Brooks in St. Louis, president of Brooks Fiber Properties, Inc., who eventually endowed a criminal justice professorship to honor his parents' involvement with the Boston Police Department. Moreover, Curry provided university support for the college's twenty-fifth anniversary celebration, which included a two-day conference on criminal justice issues and featured a host of prominent speakers.

In academic circles, visibility was enhanced through the prestigious *Journal of Quantitative Criminology*, which was established by Fox in 1985 and which grew to become the premier publication in the field. The college was also recognized for the contributions of its Center for Criminal Justice Policy Research. Led by assistant professor John McDevitt, the center concentrated on interdisciplinary public policy and social research issues in the fields of criminal justice, public safety, social welfare, and education. Its personnel collaborated with government agencies and educational institutions to help improve the criminal justice system. For instance, McDevitt and Fox cooperated in aiding the Boston Police Department to develop a strategic plan; to identify how hate crimes affect victims; and to overhaul its management practices following a *Boston Globe* series on police misconduct.

Indeed, helping criminal justice professionals in their work, both locally and nationally, evolved into a key aspect of the college's focus. In 1995, Boston Police Commissioner Paul Evans told the *Northeastern Voice*, "Locally, every public safety and criminal justice executive looks to the college for advice and counsel on a very wide range of issues and concerns."⁹³

In another example of the college's work with criminal justice professionals, Fox teamed up with criminal justice professor Paul Tracy to advise the state attorney general on automobile insurance rate-setting and auto-body fraud. Curry, too, maintained a strong connection with the Boston Police through his work with the Boston Police Foundation, on which he served with one of its founders, Northeastern graduate and trustee Robert Johnson, president and chairman of First Security Services Corp. in Boston. To aid the foundation's Youth at Risk program, aimed at steering inner-city teens toward positive activities, Curry offered free first-year tuition at Northeastern to those who qualified, as well as summer work opportunities, career counseling, athletic activities, and workshops.

The criminal justice college also continued its affiliation with the Justice George Lewis Ruffin Society, an organization that aims to boost mutual understanding between the minority community and criminal justice professionals and to promote the advancement of minorities in the criminal justice field. During Curry's tenure, the society sponsored several convocations at

Northeastern that drew hundreds from the criminal justice community to hear about topics such as the use of deadly force, the impact of genetic engineering on criminal justice, and alternative approaches to controlling crime. The society also periodically sponsored courses to help prepare minorities for the Boston Police promotional exam, with the result that many more minorities were promoted within the department.⁹⁴

The criminal justice college's strong ties to Boston institutions and organizations were beneficial both for the local community and for Northeastern, which had a long tradition of offering advice and support to its neighbors. And the college's other achievements during the Curry era—its growth in size, reputation, and research—provided welcome doses of good news for a university struggling through a difficult period and moving toward sustained academic improvement.

ENGINEERING BOLSTERS RESEARCH, FACILITIES

During the Curry presidency, the College of Engineering was on the tail end of a decade-long enrollment decline that forced administrators and faculty members to take a hard look at how the college could reshape itself to win back students. And the advances made in the early and mid-1990s were substantial. Faculty research improved in quality and quantity; a new state-of-the-art research facility was built, and existing teaching and research labs were upgraded; SAT scores of entering freshmen increased by almost 40 points; the undergraduate curriculum was revamped; extra courses were developed to help freshmen connect with the college and the university; and strengthened fundraising efforts, deploying faculty to help win over potential donors, brought millions of additional dollars to the college.

Research productivity in the College of Engineering figured as a highlight of the Curry years. During the late 1980s and early 1990s, several long-time professors, mostly in the electrical and computer engineering department, emerged as top researchers in their fields. As a result, outside research funding grew by nearly 40 percent between 1989 and 1996, from \$6.6 million to \$10.7 million. Newer professors in the department also showed much promise; 10 received awards for their research from the National Science Foundation.⁹⁵

As both an engine and symbol of this rising research prominence, a cutting-edge \$30 million research facility opened in fall 1996, named the Maureen and Richard J. Egan Engineering/Science Research Center, in honor

of the Northeastern alumnus and trustee, and his wife, who donated \$6.7 million for the project.⁹⁶ The Egan Center was viewed as a strategic investment that would help bolster future enrollments. It not only created advanced research space for a number of highly specialized engineering groups but also cast Northeastern in a much more favorable light to young professors considering starting their careers there and to potential students. Moreover, the center and its dominant physical presence on campus underscored the notion that Northeastern was solidly committed to its research activities.



Engineering dean Paul King

“The value of that building to the university is hard to overestimate,” says Paul King, who served as engineering dean from 1985 to 1996.

Egan, chairman of EMC Corporation, and his wife made the gift for the building out of their pride in Northeastern and out of a desire help the university produce more engineers and scientists, “whom the country is lacking, and whom EMC Corp. can’t get enough of,” Egan says. They also wanted to show their appreciation “for the wonderful job Jack did,” he says.

The completion of the Egan Center and the upgrading of other facilities, research, teaching, student quality, student services, and fundraising were critical to rescuing the college from the crises of the late 1980s and the first half of the 1990s, when the engineering college suffered a severe enrollment downturn. The incoming freshman class dropped in size from about 400 to 300 between fall 1989 and fall 1995, and the overall engineering undergraduate student body shrank from nearly 2,100 to about 1,250.⁹⁷ And those losses were only during the Curry era. Long before that, the college had been experiencing enrollment troubles. At its peak during the early 1980s, the college had been drawing incoming classes of more than 1,000, and its undergraduate student body topped 4,100.⁹⁸ Looking at the long-term picture, then, the size of the college fell by 70 percent over the 13-year period from 1982 to 1995.

Such a dramatic loss would have been painful for any unit, but it was particularly hard for engineering, Northeastern’s flagship college for decades. Still, Northeastern’s engineering college was not alone in dealing with enrollment declines. Indeed, engineering schools around the country witnessed deep losses from the mid-1980s to the mid-1990s. National engineering enrollments dropped from 410,000 in 1982 to 328,000 in 1994.⁹⁹ In addition to a

shrinking nationwide pool of high school seniors, an economic downturn in the manufacturing and business sector in the late 1980s and early 1990s—which resulted in large-scale layoffs at hundreds of corporations—prompted many students to turn away from engineering and business to law, liberal arts, or other majors. Northeastern’s losses were particularly severe, in part because the numbers of high school seniors declined even more dramatically in Massachusetts than they did in the rest of the United States. The number of engineering degrees granted between 1987 and 1996 fell by roughly 14 percent nationwide and by 35 percent in Massachusetts.¹⁰⁰ At the same time, the engineering college rightly refused to compromise its admission standards, rendering the enrollment drought even more dire.

Yet another factor contributing to declining enrollments was increased competition. State schools like the University of Massachusetts at Amherst and the University of Massachusetts at Lowell had grown in reputation and were offering engineering programs of their own far less expensive than Northeastern’s. In the meantime, Northeastern’s tuition, like that of most private universities, was increasing—sometimes at double-digit rates—despite the fact that inflation hovered at around 4 percent during those years.¹⁰¹ Co-op wages, rising more slowly, covered a smaller percentage of the cost of education, and federal and state scholarships and loans were decreasing.

Richard Scranton, associate engineering dean, puts it this way: “We used to be a bargain-basement institution. But we were becoming a high-priced institution, competing, in terms of price, with places like Rensselaer [Polytechnic Institute] and Worcester [Polytechnic Institute].”

“The demographic drop in high school students, the fact that people were turning away from engineering, the rise of state institutions in popularity—it was all a triple whammy,” says John Cipolla, chair of the university’s department of mechanical, industrial, and manufacturing engineering. “We had always assumed that cooperative education, because it was such a strong drawing card, was going to be our ace in the hole. It didn’t work.”

Faculty members also admit that the college’s traditional offerings, which initially ignored new thrusts in fields such as biomedical or environmental engineering, along with the university’s uneven reputation among high school students and guidance counselors, also hurt enrollments. While the engineering college had a strong reputation for many years, and although the average SAT scores of entering freshmen climbed from 1033 to 1077 between 1989 and 1995, and to 1154 in 1996 according to the newly recentered SAT scale,¹⁰² the college felt the brunt of the university’s high acceptance rate and the growing remedial programs in the 1980s.

Yet the College of Engineering's image remained strong among local industry leaders, faculty members say, because students who could not handle the work either were not admitted or did not make it through to graduation, and those who did were well qualified and thus performed well in the workplace, both on co-op and after graduation. Alumnus and trustee Robert Marini, who was chairman and chief executive officer of Camp Dresser & McKee during Curry's presidency, says CD&M has always enjoyed a "tremendous experience" with the co-op students and Northeastern alumni it has hired. "The students are bright and hard-working," he says.

Engineering students were also known for their contributions to improving the quality of life in Boston, as demonstrated by the fact that Northeastern's student chapter of the American Society of Civil Engineers won numerous awards for local building projects such as renovating a courtyard at a low-income housing complex in Jamaica Plain, creating an outdoor recreation area in Dorchester, and helping construct a playground in Boston.¹⁰³

Even if Northeastern graduates enjoyed a solid reputation in the outside world, the university still needed to focus on shoring up sagging enrollments, not just for tuition dollars, but to justify maintaining a broad cadre of faculty members who represented the source of the college's wide-ranging curriculum as well as its strong research program.

To attract prospective students, the college dramatically increased the number of its open houses, sponsored programs for high school guidance counselors touting the strengths of Northeastern's engineering program, and recruited students beyond the traditional New England market. Cooperative education was promoted not as a tuition-reduction program but as a boost to career prospects. Refashioned marketing pieces emphasized not just the high quality of a Northeastern education but also the improved ambience of the campus, with its new library and its emphasis on student services. In addition, increased financial aid was provided for the college.

College officials also concentrated, more than ever before, on freshmen. In the early 1990s, the college began offering engineering courses to freshmen for the first time, instead of in the sophomore year, as had been done in the past. New one-credit courses introduced students to engineering studies and to co-op. The idea behind these added courses was to interest students in their chosen field of study and in the engineering college, and to help them adjust and connect to college life at Northeastern. The college continued its tradition of strong teaching, with engineering professors Mark Evans, Yiannis Levendis, and Mishac Yegian winning three out of the five university Excellence in Teaching awards given in 1995.¹⁰⁴

College officials also undertook fresh efforts to give special attention to otherwise solid students whose physics and math skills were not up to par. Richard Murphy, who served as associate dean through 1992, worked with faculty members from arts and sciences to keep tabs on students whose performance in these courses put them at risk; in some cases, special sections were set up to help the students grasp this difficult material.

The emphasis on supporting students during their first year was innovative for Northeastern and a dramatic change for the College of Engineering. As Scranton points out, engineering training, at Northeastern as well as other engineering schools, had historically been rigorous, almost like boot camp. Freshmen were expected to perform well in their first college-level courses; if they didn't make it, they were out. "It wasn't a very humane approach," Scranton admits.

The refocus, though, reflected the recognition that "a first-quarter freshman is really still a high school student, and we'd better help with the transition," Scranton says. "The courses didn't change in quality, but we changed the quality of the student's experience."

Dean King also endeavored to broaden the scope of students' undergraduate background. Greater emphasis was placed on electives, less on overspecialization. This move was made in response to national engineering trends: in the late 1980s and early 1990s, graduates were more likely to be working for startups instead of *Fortune 500* companies, and to hold 7 to 10 jobs over their lifetimes instead of 2 to 4.¹⁰⁵

Enrollment losses, ironically, also enhanced the quality of the students' experiences. In the early 1980s, when the engineering student population was at its peak, class sizes had grown large and research slowed as professors devoted much of their time to teaching. But as student numbers shrank, class sizes became more manageable. The college was able to offer more labs, more project-based courses, and increased individual student attention. Faculty members had more time to devote to both teaching and research.

These developments were in keeping with Curry's "smaller but better" philosophy, and Curry and Baer pressed King to further that goal. When hiring, King chose faculty members with a strong research orientation, not only to bring new research dollars to Northeastern but also to raise its academic stature. During Curry's tenure, King says, there was "growing recognition that whatever status we were going to receive outside the region would come from research activities." Curry did his part by approving funds to upgrade labs for several engineering departments. The mechanical, industrial, and manufacturing engineering department, in particular, made great strides

with a much-needed overhaul of its basement lab in Forsyth, which converted an aging space with an inadequate ventilation system into a state-of-the-art facility for students and faculty.

One example of the college's commitment to promoting research was the creation in 1990 of the Center for Biotechnology Engineering, led by chemical engineering professor Donald Wise.¹⁰⁶ Designed to discover innovative processes and products that address societal needs, the center focused on such projects as developing a long-acting treatment for tuberculosis based on a unique drug-delivery system pioneered by Wise, and synthesizing a road deicer without the corrosive and contaminating properties of salt.

At the same time the college launched the biotechnology center, it celebrated the three-year anniversary of its Center for Communications and Digital Signal Processing, one of the major research groups of its kind in the nation and the only one in New England emphasizing both communications and digital signal processing.¹⁰⁷ Driven by the work of about 15 affiliated faculty members, the center garnered between \$1 million and \$1.5 million a year in outside funding and fostered close ties with industry. Led by electrical engineering professors Chrysostomos Nikias and John Proakis, chair of electrical and computer engineering, the center concentrated on speeding computer communications networks in telecommunications, defense, aviation, navigation, manufacturing, and biomedicine.

Another of the university's major centers that continued to attract significant external funds during the Curry years also had its roots in electrical engineering. The Center for Electromagnetics Research (CER), established in 1984 by electrical engineering professor Michael Silevitch, himself a Northeastern graduate, researched topics such as ground-penetrating radar, mine detection, electro-optics, plasmas, bioelectromagnetics, and other areas important to the electronics and aerospace industries.¹⁰⁸ The center brought in close to \$1 million every year between 1989 and 1996.¹⁰⁹

Another key function of the center was to educate not just Northeastern students but local high school students as well. In the first months of his presidency, Curry appointed Silevitch special assistant to the president, and the center began offering a six-week "Young Scholars" program, funded by the National Science Foundation (NSF), for talented high school students interested in pursuing careers in science or engineering. Project SEED (Science Education through Experiments and Demonstrations), also initiated in 1989 by Silevitch, CER colleague Christos Zahapoulos, and physics professor Alan Crome, and supported by the NSF, aimed to help middle school science teachers teach the basic concepts and principles of physical science using simple experiments.¹¹⁰ In 1991, Silevitch created CESAME (Center for the Enhancement

of Science and Mathematics Education), a similar project that sought to improve education in math, science, and technology for elementary and secondary school children in Massachusetts by aiding teachers in devising fresh, innovative curricula. With Silevitch's help, Curry wanted to demonstrate that the College of Engineering was a leader not only in improving secondary school teaching but also in broadening the appeal of engineering as a profession for young people.

Chung Chan, an electrical and computer engineering professor who came to Northeastern in 1984 and whose research on plasma brought in an average of \$750,000 a year during Curry's presidency, was lauded for being "one of the world's foremost experts in plasma and one of the best scientists I've met anywhere" by vice provost for research and graduate education Norman Adler.¹¹¹

The strength of electrical and computer engineering researchers generated outside recognition for the College of Engineering. In mid-1991, the department was cited by the American Society for Engineering Education for achievements in graduate programs and sponsored research. In a survey of more than 200 institutions, Northeastern's electrical and computer engineering department ranked tenth nationally in the number of master of science degrees that were awarded in 1989–90. The department was also ranked among the top 25 institutions nationally in terms of the dollar value of its contract research—second in New England only to the Massachusetts Institute of Technology.¹¹²

As testimony to the caliber of engineering research—particularly in electrical and computer engineering—during Curry's tenure, King cites the increasing number of full-time graduate students, a major development from earlier years when most of the college's graduate courses were populated by part-timers. "It's a statement of the enhanced research reputation of the university that students would come here full-time to do research, as opposed to getting a job and taking evening courses here toward a master's degree because we're convenient," he says, adding that students were also attracted because the increased level of research provided more money for assistantships.

Such commitment to research also paved the way, after Curry retired, for the hiring of Albert Sacco, Jr., in 1997, considered a coup for Northeastern.¹¹³ Sacco came to the university after heading Worcester Polytechnic Institute's chemical engineering department and fresh from a NASA mission aboard the space shuttle *Columbia*, where he conducted microgravity experiments on crystal growth. Sacco's move to Northeastern had been a major goal for Curry and chemical engineering chair Ralph Buonopane, who met with the astronaut several times near the end of Curry's presidency.

Perhaps because research was flourishing, King and many engineering professors were often frustrated with the constraints on making new hires in the late 1980s and early 1990s. Between 1985 and 1995 the college lost 21 faculty positions, or nearly 20 percent of its faculty.¹¹⁴ The depletion of so many faculty members was a serious problem, Cipolla says, because, in some cases, as older faculty members retired, the college missed out on the opportunity to bring in newly minted Ph.D.s from premier institutions, get them advanced



Efforts during the Curry administration led to the 1997 hiring of former astronaut Albert Sacco, Jr., an expert in microgravity experiments, as a Northeastern chemical engineering professor.

on a research track, and thus further improve the college's funding level and academic reputation. Still, the hiring freezes and midyear budget cuts of the early and mid-1990s demanded conservative spending, and Curry insisted that the engineering college in particular, with its significant loss of students, be very selective with faculty hiring.

Nevertheless, King says the college's quality was never compromised and ultimately enhanced, despite its reduced size. And he points out that one budget-inspired move—to merge industrial engineering and mechanical engineering to create the new mechanical, industrial, and manufacturing engineering department in 1995—presented the opportunity to make a change that was both “financially and educationally appropriate.”

Another inspired move for the college was its acquisition of the Lowell Institute, an evening technical program that had been run by the Massachusetts Institute of Technology for 94 years and was known for offering low-cost courses to community residents.¹¹⁵ The transfer was consummated by Provost Baer in 1995, and the Institute opened its doors at Northeastern in 1996, thanks in part to gifts provided by trustee emeritus John Lowell. The Institute's shifting to the university meshed well with the goals of the existing School of Engineering Technology, boosted part-time enrollments, and continued an important community service.

The college also won a \$5 million grant from the NSF in 1994 for Northeastern's Comprehensive Center for Minorities, dedicated to supporting science and engineering programs in the Boston public schools and preparing students for college. The center was the brainchild of assistant dean David Blackman, who had been working since 1975 to recruit students of color to Northeastern and provide them with tutorial and scholarship assistance through a program called NUPrime (NU Program in Multicultural Engineering). When Blackman began working at Northeastern, only 12 students of color were enrolled in the college; by 1996, he counted more than 500 alumni among his recruits. Blackman credits Curry with backing and encouraging his work, and particularly with securing the \$5 million grant.

Raising money from friends and graduates of the college also became a substantial and highly successful activity for some faculty members, as Curry promoted new ties between the university's professors and its professional fundraisers. King recalls that, when he first started at Northeastern, little interaction occurred between the development office and the college. "But that changed dramatically in the early 1990s," he says. "Faculty members began to go out regularly and meet with [potential donors], accompanying both Jack and development people. It had a major impact, because those who might give could talk directly with those doing the research."

A handful of faculty members became heavily involved in fundraising, according to David Tompkins of Northeastern's development office. As examples, Silevitch demonstrated sustained success in winning corporate funds for the Center for Electromagnetics Research, from companies such as GTE Government Systems and Raytheon. Electrical engineering's Proakis worked with development officials to help convince GTE Government Systems to finance the work of his center for communications and digital signal processing. And associate industrial engineering professor Gerard Voland cooperated with business's Steven Kursh and co-op's Richard Canale to win funding from the GE Foundation for a pilot study involving

students working on real-time business/engineering problems identified by co-op employers.

So, in spite of nagging problems with enrollments and budgets, the College of Engineering made significant gains during the Curry years, especially in terms of new facilities, research, outreach to students, and improvements in student quality. And, through it all, the college witnessed its national research reputation grow, its co-op program thrive, and its graduates' success in the real world remain undiminished and undisputed.

LAW SCHOOL GAINS NATIONAL RECOGNITION

In fall 1988, a year before Jack Curry became Northeastern's president, the university's School of Law had much to celebrate. It had been 20 years since the school reopened following a 12-year hiatus. In 1956, the trustees had discontinued the program—the university's longest-running—deeming the money required to sustain it unwarranted given increasing competition from other schools. But determined alumni lobbied to have the school return. Over the next 20 years, the reinvented school nurtured a solid reputation as the only co-op law program in the world and as a haven for those with a strong commitment to public interest law. When the school first reopened, newly appointed dean Thomas O'Toole wrote in an article in a 1967 law school newsletter that cooperative legal education would present a “fundamental innovation,” and that the reinstated law school would “develop a concern for those numerous social problems of the metropolis for which the traditional responses of the law have been inadequate.”¹¹⁶

Indeed, the strengths that O'Toole had predicted proved vital for years to come, and, in the years of Curry's presidency, would propel the law school even further on its path of excellence. Between 1989 and 1996, the school attracted a diverse and talented group of new faculty members, increased the size of its student body, began new initiatives aimed at improving urban life through the law, and upgraded its facilities. It also continued to produce high percentages of graduates committed to public interest work and to earn outside recognition for its unique qualities.

“The law school has always been noted for its commitment to public interest and the co-op program and the terrific students it attracted,” says Daniel Givelber, a faculty member since 1969 and dean of the law school from 1984 to 1993.

The law school was more fortunate than Northeastern's other colleges during the financial crisis of the early 1990s, thanks in part to an expansion agreement between Givelber and Curry made in the late 1980s when Curry was executive vice president. Under the terms of the agreement, Givelber promised to boost law school enrollments if Curry would provide funds to hire more faculty members and renovate and upgrade the law school's facilities, particularly its library. When Northeastern faced the steep enrollment declines of the early 1990s and Curry called for university-wide belt-tightening, he stuck with his previous commitment, so the law school escaped the severe cut-backs faced by other academic units.

Givelber says Curry's decision was sound: as a result of the law school's expansion, the school generated more revenue for the university than ever before in its history.

The expansion boosted the law school's enrollment from 500 to 600 students in the early 1990s. At the same time, the school maintained its high selectivity, accepting only between 25 and 35 percent of applicants during the years of the Curry presidency. Also, the school hired nine new faculty members between 1989 and 1992, a diverse group that included five women and four people of color. Givelber says the hiring not only responded to growing enrollments but also injected fresh perspectives and renewed energy as the established faculty aged and recently adopted legal doctrines made revamped courses essential. Significantly, each of the new faculty hires went on to become tenured.

Law school facilities were also dramatically improved in the early 1990s. For years the law school had shared the Knowles building with the College of Criminal Justice; under the expansion plan, criminal justice moved to Churchill Hall and the law school took over all of Knowles. The library, with inadequacies that had been cited in an earlier accreditation review, was renovated and enlarged.¹¹⁷

The law school also broadened its academic and clinical programs. As new faculty members introduced additional areas of expertise, the law school developed strength in international law and enhanced the specialties of government regulation and labor law. The school became widely regarded for its focus on artificial intelligence and the law, thanks to a new journal on the subject begun in 1990 and coedited by the law school's Donald Berman and computer science's Carole Hafner.

The work of other faculty members also conferred benefits on students and brought outside recognition for the law school. Clare Dalton, who

had come to Northeastern from Harvard in 1988, spearheaded an effort to provide legal advocacy for battered women in the local community and to keep the issue of domestic violence at the top of the law school's agenda. The Domestic Violence Advocacy Project, an innovative clinical program begun in 1991, enabled law students, under the aegis of a faculty adviser, to counsel women in various community settings, such as Dorchester District Court and Boston Medical Center's emergency department.

This work did not go unnoticed; in 1992, the Domestic Violence Advocacy Project received a three-year, \$220,000 grant from the U.S. Department of Education to help expand the clinic and another \$245,000 in 1994. Dalton won yet more funding for the project in 1994 from Harvard Law School, which agreed to pay \$260,000 to help bolster the effort as part of a legal settlement with Dalton, who had successfully sued Harvard in 1987 for gender discrimination in denying her tenure bid. Even after Curry's retirement, the project (which had been renamed the Domestic Violence Institute) continued to attract the attention of outside funding agencies: it received a \$2.5 million, three-year grant in 1997 from the U.S. Centers for Disease Control and Prevention to combat domestic violence in Dorchester.

Outside funds also helped boost the law school's Tobacco Control Resource Center, a national research clearinghouse initiated in 1979 to provide tobacco policy information to government officials, health insurers, and public interest groups throughout the country. In 1995, the National Cancer Institute gave the resource center \$950,000 to assist in identifying successful legal strategies to limit tobacco use. Directing the center through the Curry years was law professor Richard Daynard, who had become the center's president in 1983 and who, the following year, had founded the Tobacco Products Liability Project, a group of doctors, academics, and lawyers working to establish the legal responsibility of the tobacco industry for tobacco-induced disease, disability, and death. Through the Curry years and beyond, Daynard was frequently quoted in the media on his antitobacco work, enhancing not only the academic reputation of the law school but of Northeastern as a whole.

In 1993, Givelber decided to return to teaching after nine years as dean and was succeeded by David Hall, a professor and administrator at the law school since 1985. Chosen from a field of 25 after a four-month national search, Hall was the school's first African-American dean, as well as the university's first African-American dean of a school or college since nursing's Juanita Long retired in 1988. Hall assumed the deanship with a plan to establish an urban law institute to serve as a clearinghouse for ideas and policies

related to urban living. He said at the time: “A law school should not be just about helping students. It should also be about helping society grapple with its most pressing problems.”¹¹⁸

Hall’s concept was a perfect fit not only with the law school’s longstanding commitment to public service but with the university’s strategic plan, which called for strengthening urban connections. When the Urban Law and Public Policy Institute was launched shortly after Hall’s appointment, it proceeded to forge a partnership among academics, community activists, and government representatives to develop solutions to urban problems through legislation and new community programs. Initiated with \$25,000 in seed money from the university, the institute later received a \$1.6 million grant in 1995 from the U.S. Department of Education’s Urban Community Service Program to further its work of empowering the local community and helping prevent urban violence.¹¹⁹



Law school dean David Hall

The activities of the urban law institute, as well as those of the law school’s clinics, took a leap forward in 1995 when these units found a new home at Columbus Place, a newly renovated office building on Columbus Avenue. Before the move, the law school had no space dedicated to clinical work; some students had worked out of Jamaica Plain Legal Services, in conjunction with Harvard’s program there; others had conferred with clients in the offices of faculty members, for lack of a better place. When the refurbished Columbus Place facility opened, the law school was able to discontinue its shared arrangement with Harvard and to provide a law office–like setting where students could meet with their faculty advisers and clients. “With the move to Columbus Place, we came into the twentieth century in regard to clinical space,” says Hall.

Students in the law school continued their dedication to public interest law during the Curry years, as they had through the 1970s and 1980s. The law school supported such work through a liberal loan-forgiveness and loan-deferral program made possible by a \$300,000 grant from the Stride Rite Charitable Foundation, headed by Northeastern trustee Arnold Hiatt.¹²⁰ The loan program was a component of the Fund for the Public Interest, first launched in 1988 with Hiatt’s help. Northeastern law graduates, on average, went into public interest work at a rate of about 15 percent, five times the

national average. Many others joined small firms committed to pro bono work. And, in every year between 1989 and 1996, Northeastern law students won prestigious public interest fellowships, amid stiff competition, from the New York law firm of Skadden, Arps, Slate, Meagher & Flom, which awarded funding for graduates to provide legal services to the poor, disabled, homeless, elderly, or those deprived of their civil or human rights.

The law school's focus on human rights and public service was also evident in its choice of speakers and honorary degree recipients for its annual May commencement ceremonies. Speakers included such well-known and highly regarded legal experts as Harvard Law School professor Derrick Bell; legal affairs correspondent for National Public Radio Nina Totenberg; and New York columnist and First Amendment advocate Nat Hentoff. Honorary degrees were awarded to, among others, Kip Tierman, founder of the Boston women's shelter, Rosie's Place; South African poet Dennis Brutus; and U.S. representative John Lewis, a key player in the struggle for civil rights.



The law school's commitment to human rights and public service was reflected in its choice of commencement speakers, such as Northeastern alumnus Nat Hentoff, a New York columnist and First Amendment advocate.

For its public interest orientation, for its diverse faculty and student population, and for its co-op and clinical programs, the law school received ongoing recognition during the Curry years. In 1991, *U.S. News & World Report* rated Northeastern's law school fourth in the country in clinical training, ranking behind only New York University, Georgetown, and Harvard.¹²¹ In 1994, the *National Jurist* magazine named Northeastern the country's best public interest law school.¹²² The publication also ranked Northeastern second for the number of its women faculty and, in 1995, third best in the country for women.¹²³ In 1996, the *Princeton Review* rated Northeastern number one for quality of student life. Favorable articles about the law school also appeared in both the *Wall Street Journal* and the *New York Times*. The *Journal* cited the urban

law institute as a “vivid symbol” of the law school’s insistence on “imbuing students with a keen sense of ethics, justice, and a lawyer’s obligation to society.”¹²⁴

In sum, the law school’s strong faculty, its close work with students, its highly praised co-op program, and its solid national connections and reputation contributed not just to its students’ growth and professionalism but to Northeastern’s growing academic stature as well.

NURSING EMERGES AS LEADER IN COMMUNITY HEALTH CARE

During the years of Jack Curry’s presidency at Northeastern, the College of Nursing was, quite literally, transformed. In the early and mid-1990s, it established itself as a nationally recognized leader in community-based nursing education, thus keeping in step with national trends toward shorter hospital stays and more comprehensive community-based health care. The college also gained a firm foothold in graduate education, creating several new programs dedicated to training nurses for more leadership roles in the quickly changing health care industry. And the combination of program enhancements and an evolving marketplace led to a threefold jump in enrollments, while SAT scores of incoming students improved by nearly 80 points.

Says Eileen Zungolo, who became nursing dean in September 1989, “[Northeastern chief financial officer] Bob Culver used to call the College of Nursing the little school that can, because we were always trying to think of new ideas.”

Zungolo, who had been an associate dean of nursing at the University of Illinois at Chicago, came to Northeastern at an opportune time. The College of Nursing had just come off of a steep, decade-long drop in undergraduate enrollments, from 964 in 1979 to 363 in 1989, a decline that occurred as different, better-paying job opportunities for women sent many would-be nursing students into other fields.¹²⁵ The health care industry was also changing, requiring more extensive education for nurses, forcing the nursing college to discard its associate and certificate programs and consider offering graduate programs to complement its baccalaureate degrees. Boston



Nursing dean Eileen Zungolo

University's decision to close its School of Nursing offered Northeastern the chance to take over a nationally known graduate program and presented the perfect opportunity for the college to expand. Curry brokered the deal in 1988 when he was executive vice president.

The graduate program began in September 1989 as the largest of its kind in New England and ultimately achieved much success. It consisted of four options: acute care, primary care, psychology/mental health, and community health.¹²⁶ Within a year, an option in nursing administration was added.¹²⁷ Other new master's programs were instituted throughout the mid-1990s, including a nurse anesthesia program; an RN-MS degree for experienced registered nurses wishing to advance their training beyond either hospital-based preparation or an associate's degree; and a joint program in nursing and business administration. The graduate programs were popular and consistently had to turn applicants away. Within six years, graduate enrollments alone nearly tripled, soaring from 125 in fall 1989 to 342 in fall 1995.¹²⁸ Students were attracted to the program in part because of Northeastern's location near major medical centers and in part for its focus on training nurses for leadership roles. To handle the influx of students, several new tenure-track faculty members were hired through the early and mid-1990s, and the number of part-time teachers more than tripled.¹²⁹

While the college remade itself by offering graduate education for the first time, a more significant transformation occurred with nursing's entry into the community health arena. This transition proved a powerful accelerant for the college's growth and for its reputation around the country.

The college's redirection dates to 1991, after Northeastern, collaborating with six local partners including Boston University's School of Medicine, the Boston Department of Health and Hospitals, and four community health centers, was awarded a \$6 million, five-year grant from the W. K. Kellogg Foundation. The grant, which helped establish the Center for Community Health Education, Research, and Service (CCHERS), coordinated by associate nursing professor Patricia Meservey, was directed at improving community health care by establishing clinical training sites for student doctors and nurses at local centers.¹³⁰

Getting the Kellogg grant was a coup for Northeastern, says Zungolo. Competition had been stiff: of the 126 medical schools in the country at the time, 117 responded to Kellogg's request for grant proposals. Of that group, 15 finalists were announced, including Northeastern. When those finalists were summoned by Kellogg to a meeting in Atlanta, each college president was

asked to attend; Curry traveled there with Zungolo to help persuade foundation officials to choose Northeastern for the grant. "From the outset, from the kickoff event in Atlanta to subsequent site visits, Jack was there," Zungolo recalls. "He came to every meeting." Ultimately, Northeastern was one of just six awardees named around the country.

The benefits the grant brought to Northeastern were substantial. By supporting the work of nursing students in community settings, the grant helped the College of Nursing become a campus leader in urban outreach, thus fulfilling one of the university's long-standing missions and a special concern of Curry's. Student nurses sent to work in local health centers remained at that same site for each of their clinical courses so that a firm bond with clients could be established. The results of those relationships have been apparent from year to year at spring nursing convocations, held the day before graduation. "They get as many people from the neighborhoods coming as they do friends and family," Zungolo says.

Northeastern succeeded in winning more grants from Kellogg in the mid-1990s, all aimed at furthering community health education. A 1995 grant for \$1 million, awarded to the nursing college, Brigham & Women's Hospital, and the Maurice J. Tobin School in Roxbury, aided in establishing a program in which Boston elementary and high school students were taught about opportunities in the health professions and encouraged to prepare for careers in those fields.¹³¹ In 1996, Northeastern and its CCHERS partners received a matching grant of \$1.8 million to set up graduate community-based clinical education to complement the undergraduate programs already in place.¹³²

By 1995, the college had revamped its undergraduate curriculum to reflect a stronger concentration on community health education, to match more closely the clinical programs. At the same time, nursing faculty achieved increasing national prominence in the field through publications and presentations. "The faculty developed an expertise in this area," says Zungolo. "The focus on community health education gave the faculty the platform from which to dive into a national arena."

Nursing educators outside Northeastern began to consult with the College of Nursing for advice as they sought to establish community-based health education programs of their own. In 1995, Carol Lindemann, who was then president of the National League for Nursing and nursing dean at the Oregon Health Science Center in Portland, said, "Northeastern is at the cutting edge of looking at community-focused care. We are all looking at what is

happening [at Northeastern] to help us understand the kinds of changes that might need to be made in our own curricula and programs.”¹³³

Just as it garnered national attention for its community health programs, the College of Nursing progressed in other areas. For example, another research project, conducted by Anne Hurley, a researcher at the Alzheimer’s Center at the Bedford Veterans Administration Hospital, and Northeastern’s Mary Anne Gauthier, studied several aspects of Alzheimer’s disease, includ-



In 1995, nursing student Elsie Jean-Mary, left, practices taking blood pressure on fellow student Julie Houskeeper at Dorchester’s Little House Health Center, as part of the nursing college’s focus on community health education.

ing care delivery, training for caregivers, and devising a national approach to disseminating information and generating new research.¹³⁴ Hurley and Gauthier’s joint research was representative of the college’s effort to build partnerships with outside professionals.

The college also received a substantial grant from the Sherman Fairchild Foundation, which included on its board William Elfers, Northeastern trustee emeritus and former chair of the university’s board of overseers. The \$250,000 grant, established in the name of Elfers’s wife, Ann Rice Elfers, funded undergraduate scholarships in the college.¹³⁵ Other gifts came from trustee Ernest Henderson and his wife Mary Louise, who provided funding for

the college's Summer Institute in Community-Based Nursing Education, which offered faculty development programs to assist more than 150 nursing educators in creating community-based curricula at their institutions.

On a sad note, popular longtime teacher Nancy Walden died of cancer in 1994. After her death, an additional pathway and a handicapped access ramp were installed at Robinson Hall and named for Walden, who had used a wheelchair during her illness and had served as a forceful advocate for those with disabilities.

While the College of Nursing achieved many gains during Curry's presidency, the most significant was its emergence as a nationally known leader in community health education. "The College of Nursing," says Zungolo, "moved from being a very respectable place to earn your undergraduate education to being a centerpiece for the whole community-based nursing education movement in the country."

UNIVERSITY COLLEGE BRANCHES OUT

Considering that University College was the undisputed leader of adult education in the Boston area for close to 30 years, the period from 1989 to 1996, during which enrollments dropped sharply, was a difficult one—both financially and philosophically. University College officials watched with concern, beginning in the early 1980s, as competitors made forays into adult education, at a time when declining undergraduate enrollments drove many colleges and universities to search for new markets. John Jordan, who had come to University College as dean in 1978 and who served through mid-1997, describes the early and mid-1990s as "a real challenge."

Still, while University College's enrollments fell by a dramatic 23 percent during Curry's presidency, the college continued to generate much-needed revenue for the university, thanks to low overhead and regular tuition increases. The part-time division also achieved gains in a handful of notable areas. Its downtown satellite campus expanded; more suburban campuses were opened; and overseas programs were established. Very importantly,



University College dean John Jordan

the Alternative Freshman Year program, which offered intensive training in writing and math for students who didn't immediately qualify for entry into one of the basic colleges, was reduced in size and became much more selective. And the continuing education division, offering nondegree programs for working professionals, maintained strong enrollments in several key areas and proved itself a leader in broadcasting live classes, via satellite, directly to company work sites.

University College's early years were all about growth. The division was established by President Knowles in July 1960 after it became clear that Northeastern's full-time College of Business Administration would not receive accreditation if it were affiliated with evening business programs taught by part-time faculty. Thus the evening business programs were split from the business college and joined instead with the university's other part-time programs to form University College. But the idea of a new evening division also responded to the increasing national demand for adult education programs and provided a chance to upgrade the status of the part-time programs.¹³⁶

With its open admissions policy and the growing demand for adult education, University College attracted ever-greater numbers of students. It opened in 1960 with 4,000 students and 300 part-time faculty; by 1975, the end of Knowles's 16-year term as president, enrollments stood at 12,000, taught by 700 part-time faculty. Such growth was due in no small part to Knowles's vision in establishing a network of satellite campuses in the greater Boston area to ensure working people easy access to education without the hassles of inner-city traffic and parking.¹³⁷

University College enrollments reached a peak of 14,000 in 1980 during the Ryder administration,¹³⁸ but as the 1980s progressed, several forces coalesced to diminish those enrollments. Part-time criminal justice enrollments dropped after 1978, when the federal government cut funds that had been available for continuing education courses for police officers.¹³⁹ In 1981, another accreditation issue—this time with University College's own business programs—forced the college to alter its business curriculum, increase the involvement of full-time business faculty members in its programs, boost entrance requirements, and limit the locations where courses could be offered. These changes were accomplished, but they resulted in a 12 percent enrollment drop.¹⁴⁰ After that, enrollments continued their downward slide until Curry's presidency, when the numbers began to fall even more sharply. University College's headcount, which stood at 10,700 at the beginning of Curry's presidency, decreased to 7,500 by 1996.¹⁴¹

Enrollment declines of the early 1990s were propelled partly by fewer people under age 30 seeking part-time education,¹⁴² but also by increasing competition in the continuing education marketplace. The University of Massachusetts-Boston and other public colleges, as well as Boston University, Harvard, and smaller colleges like Babson, Bentley, Cambridge, Eastern Nazarene, Emmanuel, Lesley, Suffolk, Wheelock—all were expanding part-time operations, often offering less expensive tuition than Northeastern's, as, in many cases, their own full-time enrollments stalled.

The recession in New England played a major part, too, as people lost their jobs, particularly in the engineering and financial services sectors, and as companies became stricter about providing tuition reimbursement. To offset the losses, Jordan proposed offering more part-time graduate programs—as some of Northeastern's competitors were doing—to an increasingly aging cohort of potential students who were often already armed with associate's and bachelor's degrees. But that option was untenable because it threatened to duplicate, or even compete with, the part-time graduate programs run by the day colleges.

Despite the enrollment losses, University College remained the number one program in the area and a strong contributor to university coffers at a time when those funds were sorely needed. Because it paid working professionals to teach on a per course basis, it could cut underenrolled courses as necessary without having to continue to pay professors' salaries. Tuition increases helped offset losses as well. Throughout Curry's presidency, University College generated between about \$11.5 million and \$12.5 million each year to help Northeastern through the most difficult period in its history.¹⁴³

University College's downtown Boston campus provided another bright spot for the part-time division. Northeastern had first moved into the financial district in 1985 with its Liberty Square campus, offering mostly business, liberal arts, and computer classes. The venture was so prosperous that, in 1994, Curry and treasurer Robert Culver found a new, high-class home for the downtown campus at 89 Broad Street, nearly tripling its size to 23,000 square feet.¹⁴⁴ University College associate dean Kenneth Solano says the downtown campus has been Northeastern's most successful off-site location, generating roughly \$1.5 million in revenue each year. Other off-site locations established during Curry's presidency—at the Malden, Stoneham, and Winchester high school campuses—did not fare so well; after several years, declining enrollments forced the closing of each of these sites.

To counterbalance the troubles in New England, University College cast its net far beyond the Boston suburbs by opening a campus in Cairo, Egypt. The Egypt partnership, set up in 1996 with the Rajac Institution in Cairo, enabled University College to offer full-time degree programs in liberal arts and English, making Northeastern the only U.S. university to offer bachelor's degrees in the Middle East.¹⁴⁵ Continuing through the Curry administration was another overseas program that had begun in the Ryder years, an



In 1994, the size of University College's downtown campus nearly tripled with its relocation to 89 Broad Street.

EMT/paramedic program in Dublin. Also on the international front, University College helped broker a deal in 1996 that led to a Bouvé graduate program in applied educational psychology being offered at Israel College in Tel Aviv.

University College also initiated new graduate offerings locally: two certificate programs, one in human resources management and another in banking and financial services, both aimed at tapping older part-time learners. Undergraduate programs in biological sciences and in international politics, culture, and trade were also launched in this period. During the Curry years, University College offered, in total, roughly 35 bachelor's programs, about 15 associate's programs, and between 40 and 50 certificate or

special programs that changed from year to year, depending on the demands of the marketplace.

Particularly significant to overall developments at Northeastern were changes instituted in the early 1990s to University College's Alternative Freshman Year program (renamed the School of General Studies in 1997). The remedial day program was initiated by Curry himself in the mid-1970s, when he was dean of admissions. But the program had mushroomed to the point where, by the start of Curry's presidency in fall 1989, enrollments stood at 651—17 percent of all incoming students. While the program had dovetailed nicely for many years with Northeastern's mission of access, in that it offered a chance at college to many students who might not otherwise have had it, its very growth set it on a collision course with Curry's vision of a smaller, better Northeastern. The higher acceptance rate and lower admissions standards of the Alternative Freshman Year program damaged the reputation for academic quality of the rest of the university in the eyes of guidance counselors, prospective students, and their parents. Faculty members, too, complained that accepting so many students in need of help was a drag on academic quality because it was creating too great a disparity among students in the classroom.

So, when Curry and the trustees' special committee on enrollments, led by Neal Finnegan, moved in spring 1991 to reduce Northeastern's enrollments in order to boost quality—and thus the university's image with high school guidance counselors and the general public—it was determined that Alternative Freshman Year enrollments had to be held in check. The numbers bore out that new policy: enrollments in the program dropped by more than 100 by fall 1990, and continued to be pared down until, by fall 1996, there were only 381 incoming freshmen—a 40 percent drop in seven years. At the same time, average SAT scores for Alternative Freshman Year students went up from 848 in fall 1989 to 909 in fall 1996, and even higher after that.¹⁴⁶

From Jordan's perspective, the critical issue was that the program continued to exist. "This program gave some kids a real opportunity to go to school," he says. "And there are endless numbers of success stories out of that program."

Another effort to help students derived from a program called "The Write Place," aimed at sharpening students' writing skills throughout University College. The program was initiated by associate dean Marilyn Wiener, after trustee Ernest Henderson asked Curry if there was some way to improve the teaching of writing at Northeastern. Writing courses were overhauled, and

writing exercises and activities were infused into all sorts of courses, even math. The program earned kudos both inside and outside the university.

Also earning outside recognition was University College's faculty development program, begun in the early 1980s, which offered about a dozen workshops each year to help faculty members improve their teaching. For a faculty composed mainly of working professionals—executives, scientists, authors, health workers, law enforcement officers, artists, graphic designers, computer experts, lawyers—the program made a lot of sense. In 1990, the program won an award for innovation and creativity from the New England region of the National University Continuing Education Association.¹⁴⁷

Another bright spot for University College came from its Division of Continuing Education, which offered noncredit professional development courses in a handful of areas, most notably its flagship state-of-the-art engineering program. During Curry's presidency, the division's revenues grew steadily, from \$5.8 million in 1989–90 to \$6.7 million in 1995–96, as did its net contribution to the university, which rose from \$1.3 million to \$2.5 million during that period.¹⁴⁸

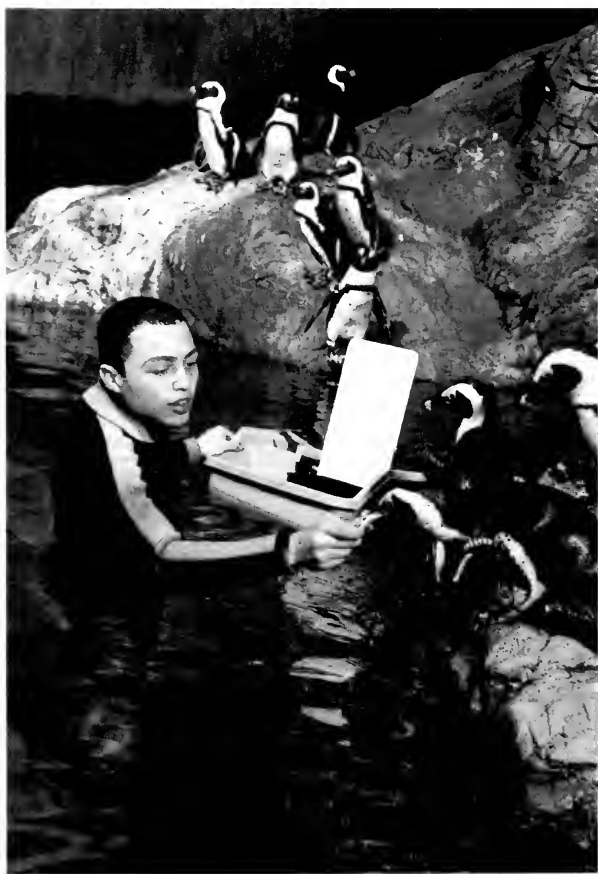
The division, which had originated in 1963 as a unit of University College, had become independent in 1986, with its executive director, Raymond Williams, reporting directly to then-executive vice president Curry. At that time it was paired with Network Northeastern, a nascent unit that broadcast live courses directly to company sites in the Boston area, via satellite and microwave transmission. Pairing the two similar components created a more efficient and cost-effective marketing and management structure.¹⁴⁹

Despite the economic downturn of the early 1990s, the division was nimble enough to increase overall revenues by either expanding or shrinking programs according to market demands. Programs offered included environmental science and regulatory management, building design and construction, insurance and financial services, paralegal training, urban and mass transportation management, and test preparation.

In 1991, the Division of Continuing Education launched its Center for Family Business, which proved successful in running educational forums and meetings aimed at exploring issues unique to family businesses.¹⁵⁰ Two years later, the division celebrated its thirtieth anniversary with a dinner featuring Massachusetts governor William Weld, who declared 1993 "the year of continuing education for the professional."¹⁵¹ Curry also spoke, hailing the division as "the most entrepreneurial, most adaptive, and most responsive professional development program in New England."

The solidity of the continuing education division provided a welcome boost for University College in the early and mid-1990s. The part-time division's other successful efforts—the overseas programs, the booming downtown campus, the bolstering of the university's primary developmental program, and its continuing high profits—all helped guide University College unbowed if not unscathed through a difficult period in its history. Indeed, it is fair to say that University College bore the heaviest burden in ensuring the success of Northeastern's transformation during the Curry years.

Biology major
Justi Santana—with
friends—on co-op at
the New England
Aquarium in 1996.



For Cooperative Education, a Time of Change

IN 1994, JACK CURRY STOOD before a crowd of hundreds—top leaders in government, business, and education—to expound the merits of cooperative education. He was halfway across the world from Huntington Avenue, in Jakarta, Indonesia, at a government-sponsored meeting aimed at initiating co-op programs at Indonesian universities. The following year, Curry addressed another attentive crowd, this time in Kingston, Jamaica, at the biennial meeting of the World Association for Cooperative Education, of which he had been named president the previous August.¹ Again, he spoke of co-op to an enthusiastic audience. Offering the keynote address was Robert Marini, chairman and chief executive officer of Camp Dresser & McKee, a Northeastern trustee and graduate and an equally strong advocate of the benefits of a co-op education. These represented proud moments for Northeastern, which enjoyed a stellar reputation internationally for being the world leader in cooperative education.

“We were warmly received around the globe,” recalls Curry. “There was great receptivity for cooperative education and for Northeastern’s leadership in the co-op field.”

Indeed, during the Curry years Northeastern advanced the cause of cooperative education in locales ranging from Indonesia and Jamaica to Ireland, New Zealand, Malaysia, and Egypt. The university’s ever-growing international reputation helped its own pioneering international co-op program flourish. At the same time, Northeastern sustained its long-standing efforts to promote co-op in the United States.

On campus, Northeastern’s co-op program—its success in dealing with students, its internal organization, its educational value, the status of its faculty members—came under close scrutiny. The detailed examination

of co-op followed years of questions about co-op's role and effectiveness. And the scrutiny led to the implementation of significant changes designed to clarify the role of co-op faculty, to enhance co-op's benefits for students, and to address management and personnel issues within the co-op department.

"As the university moved toward its 'smaller but better' ideal, it became critical to reexamine co-op, even though our 1987 and 1990 surveys of undergraduates clearly showed that students were very much satisfied with this part of their education," Curry says. "Changes had occurred in co-op—such as the growing disparity between tuition levels and co-op wages—that necessitated an increased emphasis on simply doing co-op better."

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Even as cooperative education, and by extension, Northeastern itself, was emerging ever more prominently on the world stage, profound questions about the university's own co-op program began to surface before and during the Curry years.

Not that co-op hadn't been successful. In July 1991, a *Northeastern University Magazine* article enumerated some impressive statistics about the co-op program. In 1990, for example, more than 2,200 employers had paid some \$80 million to Northeastern students on co-op assignments.² For years, the hard work of the co-op faculty and the professional staff in developing new jobs helped students secure co-op jobs with a long list of high-profile employers—IBM, General Electric, EMC Corporation, Brigham & Women's Hospital, the *Boston Globe*, and a wide array of state and federal government agencies, to name a few. Northeastern operated the country's only research center on co-op, compiling statistics on co-op programs nationally and serving as a clearinghouse for co-op research. And Northeastern had long played a major role in promoting the establishment of co-op programs at hundreds of universities locally, nationally, and internationally. As of 1991, more than 275,000 students in 30 countries were participating in some sort of co-op program.

Still, some troubling questions about Northeastern's co-op department—the major unit within the Division of Cooperative Education, responsible for job development, student counseling, and job placement—had grown more insistent over the years. The truth was that as Northeastern had been transforming itself from primarily a teaching institution to a research university, the co-op department had, in some senses, been left behind.

There were several issues. One of the most significant was faculty status and tenure eligibility for co-op faculty members, also known as co-op coordinators. Through the 1980s and into the 1990s, tenure requirements for academic faculty members had grown more stringent—solid research had to be performed, books had to be written, scholarship had to be documented—while requirements for co-op faculty members were perceived by Board of Trustees members to have remained the same. When President Knowles first granted tenure to co-op coordinators, Northeastern was still a local teaching institution. But as the university began to remake itself into a more scholarly, national institution and to employ recently recruited, highly qualified faculty members who assumed, rightly, that they would have to prove themselves as scholars and researchers, as well as highly proficient teachers, to be awarded tenure, questions arose as to the fairness of offering tenure to faculty who hadn't proved themselves in the same way.

"These new faculty members, primarily with doctorates, set an entirely different set of standards for the attainment of faculty rank and tenure," recalls Karl Weiss, who served as interim vice president for cooperative education from 1989 to 1991.

"There was a sea change in the maturation of academics at Northeastern," Curry adds. "The disparity between the qualifications offered by the co-op faculty and the rest of the faculty was so noticeable that there was bound to be this collision. The trustees began to express concern about this issue and asked the administration to study it carefully."

In addition, some academic faculty members, especially those in arts and sciences, were questioning the value of co-op, sometimes viewing it as a hindrance to the delivery of a solid liberal arts education. "Some looked at co-op as a vocational thrust to the university that in many ways was dragging us down," says Jane Scarborough, vice president for cooperative education from 1991 to 1994. "But I think that most students who came here, including students attending the College of Arts and Sciences, came in large part because of this idea of combining practical learning with the classroom."

A related issue, Scarborough says, was that while members of the co-op faculty viewed students' co-op experiences as "educational," students tended to view co-op experiences, more simply, as jobs that could help them pay for their education. It made sense; for years, the university had marketed co-op in precisely this way. "Not a lot of thought had been given to what co-op's educational goals were, what was good about it," Scarborough says. "There

was a growing disconnect between the academic experience and the educational value of co-op.”

It didn't help, according to Scarborough, that co-op faculty members had traditionally been evaluated in part on the number of job placements they made more than on the quality or educational value of those placements. Because the numbers in part determined their job ratings, co-op faculty members were at times reluctant to share job information with their colleagues; instead, they assumed their priority was to find jobs for their own students. Moreover, some co-op faculty were overworked, leaving little time for student counseling.

Another unaddressed issue was that the co-op department had gradually developed into a two-tiered system during the 1970s and 1980s, with coordinators—mostly male—responsible for placing students in jobs, and co-op “counselors”—mostly women—acting as assistants to the coordinators. In some cases, the counselors wound up doing much the same work as the coordinators, yet they were paid much less, and opportunities for advancement were limited.

Furthermore, the co-op division had fallen behind in computer technology. The unit suffered from this lack of innovation, particularly since so much of the co-op division's work required information sharing.

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Because of the many issues facing co-op in 1989, Curry made clear from the beginning of his presidency that the division needed to be “refocused and revitalized.”³ He said in a September 1989 speech to the university community that he would be a “forceful advocate” for eliminating any new tenure-track appointments in co-op, unless an individual had a record of teaching and research comparable to any other tenure-track faculty member.

Shortly thereafter, Curry named Weiss as interim co-op vice president.⁴ Weiss, who had served as Northeastern's vice president for academic development since fall 1988, succeeded Roy Wooldridge, who had held the chief co-op post for 24 years. Weiss had spent the 1987–88 year as an executive-on-loan at the Massachusetts Microelectronics Center in Westborough, working on fundraising and planning. He had begun his Northeastern career in 1961 teaching chemistry, advancing to become chairman of the chemistry department (1969–79), vice provost for research and graduate studies (1979–83),

and vice president for research and vice provost (1983–87). Curry said he named Weiss to the co-op vice presidency because of a strong academic background as well as solid corporate experience and contacts.

A few months after Weiss assumed his post, Curry charged a 40-member university-wide committee with conducting a comprehensive study of co-op at Northeastern and with addressing a wide range of issues, chief among them the integration of students' co-op work with their classroom experiences and the question of tenure for co-op faculty members.⁵

The committee began work in spring 1990, interviewing academic faculty members, co-op faculty members, administrators, students, co-op employers, and alumni, and conducting lengthy deliberations. In December, it issued a report declaring that if Northeastern was serious about preserving its "distinctive edge" in higher education, the university needed to undertake a series of reforms.⁶ The committee's major recommendation, not surprisingly, was that co-op should be more connected to students' academic experiences.

Kathryn Luttgens, who was an associate provost at the time, chaired the steering committee of what was called the Cooperative Education Planning Project. In her view, the educational component of co-op had "lost its way." Securing jobs, she said, had become more important than matching students' co-op experiences to their academic and professional goals.⁷

"Cooperative education should be more than an undergraduate employment program," said Luttgens. "It should be an integration of the structured work experience and the traditional classroom experience." The committee also called on the president to articulate a "clearly stated purpose that identifies co-op as part of the mainstream of academic life."

The committee proceeded to recommend, in agreement with Curry's stated goal, that although qualified co-op coordinators could still be eligible for tenure if they conducted an appropriate level of scholarship, they should, for the most part, be reclassified as non-tenure-track faculty and provided with alternatives to tenure. Further, the committee suggested that the research component of cooperative education continue to be nurtured, not by requiring faculty members to focus on scholarly endeavors, but by creating within the co-op division an international center for the study of work.

In all, the committee issued more than 100 detailed recommendations centering around reaffirmation of the co-op mission, more effective integration between co-op and academics, more inclusive use of computer technology, improved marketing, expansion of international cooperative education, a broadening of research, and a restructuring of co-op's organization.

Following the co-op committee's report, the administration began to implement the new recommendations. But the process of change would not be easy.

For many co-op faculty members, tenure was a hot-button issue. As the prospect of altering tenure requirements loomed larger for co-op faculty, many had to evaluate their future at Northeastern. Those without tenure, but who were on a tenure track, had to decide if a professional, nontenured position would satisfy them. Ironically, many of those who did have tenure were among those most adamant against change, even though their own tenure would not be jeopardized.

Co-op faculty members argued that their heavy schedule of student advising—the “teaching” component of their jobs—left them little time to conduct substantive research, a classic Catch-22 situation. Many also felt that withdrawing full faculty status from co-op coordinators would signal that co-op was not, in fact, an “educational” program. Others, noting the importance of the synergy between research and teaching, questioned the wisdom of removing the research requirement from the role of co-op coordinators. Said one coordinator, Joyce Fletcher, at the time, “When [research] is taken away from this job, then it becomes a placement position. It isn't really an educator's position, and you won't be able to attract educators to it.”⁸

In spite of resistance on the part of some co-op faculty members, the Faculty Senate in June 1991 overwhelmingly approved a plan to redefine the roles and responsibilities of the university's 36 co-op coordinators.⁹ Under the plan, the primary duty of the coordinators would be student counseling, job cultivation, and job placement. Since they would not be eligible for tenure, they would not be required to perform scholarly research or traditional classroom teaching. The plan did not affect the 24 already tenured coordinators, nor did it prevent the 8 coordinators who were on a tenure track from seeking tenure if they so chose. But, most important, the plan made clear that any coordinator seeking tenure in the co-op department would be held to the same standards in teaching and scholarship as their peers in the basic colleges.

At the same time that co-op was venturing into new territory, the division was also undergoing a change in leadership. A search for a new, permanent co-op vice president had begun in fall 1990. Of nearly 80 individuals from across the country who applied for the position, Curry chose Northeastern faculty member and graduate Scarborough in May 1991.¹⁰ As part of her duties, Scarborough also became interim president of the Na-

tional Commission for Cooperative Education, an independent, nonprofit organization housed at Northeastern dedicated to promoting co-op nationwide. A 1985 law school graduate, Scarborough had served as the hiring attorney and director of legal personnel at the New York law firm of Schulte Roth & Zabel before returning to her alma mater, where she became associate dean in 1988.

In some ways, Scarborough was a radical choice to head co-op. Not only was she the university's first woman vice president, but she was the first woman ever to hold the key position in the division. And, although she had worked at Northeastern for several years, she was relatively unknown to co-op personnel. Furthermore, she clearly faced a challenge in co-op, where many faculty members felt that their professional status had been diminished by the reclassification of co-op professionals.

On the other hand, Scarborough believed in the educational value of co-op and viewed the program as vital to Northeastern's future. She herself had been a co-op student; she had hired co-op students when she worked in New York; and she had supervised co-op students as associate dean in the law school.

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Scarborough quickly decided that a key to achieving the goals she and Curry shared would be boosting morale and self-esteem among co-op faculty and staff and combating the mistrust and disillusion generated by the reclassification decision and the ongoing scrutiny of co-op.

Scarborough met one-on-one with all members of the co-op division—faculty, administrators, and support staff—to seek their input about ways the division could improve. She implemented a floor-by-floor redefinition of Stearns Hall, reconfiguring offices, adding furniture, and creating central welcoming areas on each floor. She assigned staff to an information station in the lobby to create a good first impression. She held retreats and workshops for the co-op group to promote team-building, improve communication skills, and heighten sensitivity to diversity.¹¹ She also emphasized staff diversity, promoting Patricia Venter, who had been minority liaison in the co-op department, to serve as division-wide diversity coordinator reporting directly to the vice president, thus lending more visibility to the issue. By early 1993, Scarborough had lifted the percentage of minority co-op faculty to 17 percent, up from 7 percent in 1990–91.¹²

Several months after Scarborough's appointment, Robert Vozzella was named interim co-op dean, replacing Paul Pratt, who had served as co-op dean for 18 years.¹³ Vozzella would be named to the position permanently in July 1992 and would himself become co-op vice president in early 1995, after Scarborough opted to return to the law school.¹⁴ A 27-year Northeastern veteran, Vozzella had spent all but three of those years as a co-op faculty member; he had also been instrumental in expanding and nurturing the university's



Co-op vice president Jane Scarborough, shown here with co-op's Robert Vozzella (left), focused on boosting morale, teamwork, linkages with the academic colleges, and student counseling.

distinctive international co-op program, serving as director of that area since 1982. Once he became dean, he focused on the role of coordinators, implementing a promotion process for nontenured faculty members that was analogous to the promotion process for tenured faculty. He also sought ways to refashion the organizational structure of the co-op department.

Beyond dealing with personnel and structural issues, Scarborough and Vozzella also worked on several fronts to enhance co-op experiences for students. For example, they improved links with the academic colleges by having some co-op faculty members set up offices in the colleges they served. Scarborough also refocused coordinators toward counseling students gener-

ally, rather than concentrating on job placement. She promoted several of the most competent co-op counselors, and she added coordinators in areas where existing co-op faculty were overworked. She also supported the development of different kinds of co-op placements, particularly for arts and sciences students, for whom finding suitable jobs had historically been a challenge.¹⁵ Some of the kinds of employment explored included nonprofit jobs and internships.

Scarborough also moved the career services department from Ryder Hall to Stearns. The transfer made the department more accessible to students and linked career services more closely with the rest of the co-op division, offering students both co-op and postgraduation services all in the same location. The move also made sense because co-op faculty and career services personnel dealt with many of the same people—representatives of companies that hired co-op students and graduating seniors.

Although budget constraints forced Curry and provost Michael Baer to postpone creation of an institute for the study of work, the Curry administration never wavered in making one point crystal clear: co-op would remain a vital and distinctive component of a Northeastern education.

In September 1993, Curry underscored the importance of co-op. “We cannot back away from our full commitment to co-op,” he said.¹⁶ Co-op, he went on, was what attracted high achievers to the university. And in response to some academic faculty members who had questioned the merits of co-op, Curry responded, bluntly, “They’re in the wrong university. I’m not saying co-op is perfect, but it’s the distinctive marketing and educational advantage Northeastern has.”¹⁷

...

While Northeastern’s own cooperative education operation was undergoing a period of self-examination and change, the university continued its long-standing role of promoting co-op programs both nationally and internationally—with great success.



Longtime co-op faculty member Robert Vozzella was named co-op dean in 1991 and vice president in 1995.

On the national front, the university remained the prime force behind the work of the National Commission for Cooperative Education, composed of university presidents and industry leaders, with which Northeastern had been affiliated since 1962. Throughout his presidency, Curry served as a trustee of the commission and helped sharpen its mission of promoting co-op programs in the United States, according to Paul Stonely, president of the National Commission.

From 1970 into the 1990s, the commission had assisted many colleges and universities across the country in establishing their own co-op programs, subsidized by federal funds that became available in the mid-1960s through the Higher Education Act, first under Title IV and later under Title VIII.¹⁸ Through its lobbying efforts in Washington, D.C., the commission convinced Congress to appropriate more than \$250 million for U.S. colleges, a good portion of which came to Northeastern University itself to support training programs for other universities. In 1974, a substantial increase in federal funds for co-op training enabled Northeastern to succeed beyond all expectations in its mission of spreading the co-op gospel. While just under 200 U.S. colleges and universities offered co-op in 1970, that number shot up to 900 by 1975 and remained high for the next two decades.¹⁹

By the early 1990s, however, the National Commission's accomplishment in promoting co-op programs convinced Capitol Hill that federal support was no longer needed, and government funding dried up. At that point, Curry led the commission's effort toward the goal of promoting quality among existing co-op programs, says Stonely.

The commission also began to sponsor educational programs about co-op, bringing together corporate executives, university presidents, and senior co-op practitioners from a variety of higher education institutions. New funding sources were sought from member institutions. Curry was also instrumental in encouraging members of the commission's board of trustees to become more active participants in the commission's work and in sustaining the commission's role as the national clearinghouse for information on co-op.

Northeastern projected an even stronger profile on the international scene, partly through the pioneering work of Vozzella, who was pivotal in securing two significant grants to promote co-op in Southeast Asia, and partly through Curry's own efforts as president of the World Association for Cooperative Education and his visits to publicize co-op in several different countries.

Throughout the late 1980s and 1990s, Northeastern's interest in the Asia-Pacific region grew. Through the 1980s, increasing numbers of students

and scholars from the region chose to study or work at Northeastern, and the percentage of international students and scholars from Asia, out of all international students, rose more than 10 percent over the course of a decade, from 33 percent in 1985 to 50 percent in 1996.²⁰ The region's burgeoning youth population, as well as its pressing economic and social need for highly skilled workers, provided Northeastern with an opportunity, through international co-op, to bolster its own image and that of co-op as an economic engine while boosting its international enrollments.²¹

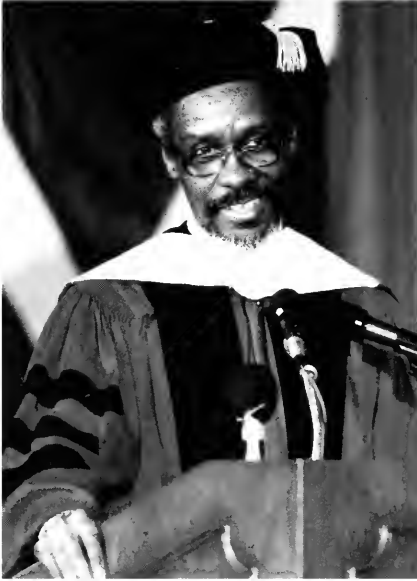
In summer 1991, Northeastern was chosen by the U.S. Agency for International Development to oversee a three-year, \$900,000 grant—the largest ever for co-op—directed toward connecting American businesses in Southeast Asia with native students enrolled in co-op programs and U.S. colleges and universities.²² Under the terms of the grant, Vozzella, then director of international co-op, and his colleague Leonard Zion created a consortium of U.S. co-op institutions that had large numbers of students from Southeast Asian countries. Then Vozzella and Zion identified U.S. companies operating in Southeast Asia and linked the international students to jobs in their home countries. The initiative was essentially an expansion of Northeastern's home-country placement program, which had been developed by Vozzella and Zion in 1985 under President Ryder.²³

The federal grant helped steer Northeastern toward other opportunities in Southeast Asia. The university was asked to cosponsor several national co-op conferences in the region: two in Indonesia, at the request of the Indonesian government, and one in Malaysia, at the request of the University of Malaya, that nation's premier institution of higher education.

After the federal co-op grant ended, the program's success convinced Southeast Asian governments and prominent companies in the region to provide additional monies to keep the project going, Vozzella says. The Indonesian government and Freeport Indonesia, one of the nation's leading private businesses, gave Northeastern nearly \$600,000 in 1994 to finance continuation of the program to develop co-op opportunities for Indonesian students.²⁴ Similar agreements were reached with Malaysia's national oil and car companies. These links boosted Northeastern's international enrollments and enhanced the university's reputation in the Asia-Pacific region. "It was a win-win situation all around," Vozzella says.

Beyond building ties in Southeast Asia, Northeastern also achieved more recognition in other parts of the world, such as Ireland, Jamaica, and Egypt, all countries that Curry visited in his role first as trustee, then as president, of the World Association for Cooperative Education (WACE), an

organization based at Northeastern that, since 1983, had helped introduce the cooperative education model around the world. Curry's travels led not only to the promotion of co-op but to subsequent visits to Northeastern by two world leaders—Irish president Mary Robinson, who came to the university in March 1994, and Jamaican prime minister P. J. Patterson, who visited in May of the same year.²⁵ Both Robinson and Patterson were awarded Northeastern honorary degrees during their visits.



Jamaican prime minister P.J. Patterson (left) and Irish president Mary Robinson both visited Northeastern to accept honorary degrees after Curry met with them on visits abroad to promote cooperative education.

Curry's participation on the WACE board of trustees, beginning in 1989, was critical in revitalizing that group, according to its president, Peter Franks. Franks, who had served for 10 years as vice president for the National Commission for Cooperative Education and as special assistant to the vice president for cooperative education from 1988 to 1992, became WACE's first full-time president in July 1995, after Curry spoke of the importance of full-time leadership for the organization at a 1994 WACE conference in Auckland, New Zealand.²⁶ At the same time, also at Curry's prompting, the organization's secretariat, or administrative arm, relocated to Northeastern after being hosted by Mohawk College in Hamilton, Ontario, for six years.

“Jack wanted the secretariat here because Northeastern is the second-largest co-op institution after the University of Waterloo in Canada,” says Franks. “He thought the move would be good for Northeastern’s reputation and help cement Northeastern’s leadership position in co-op internationally.”

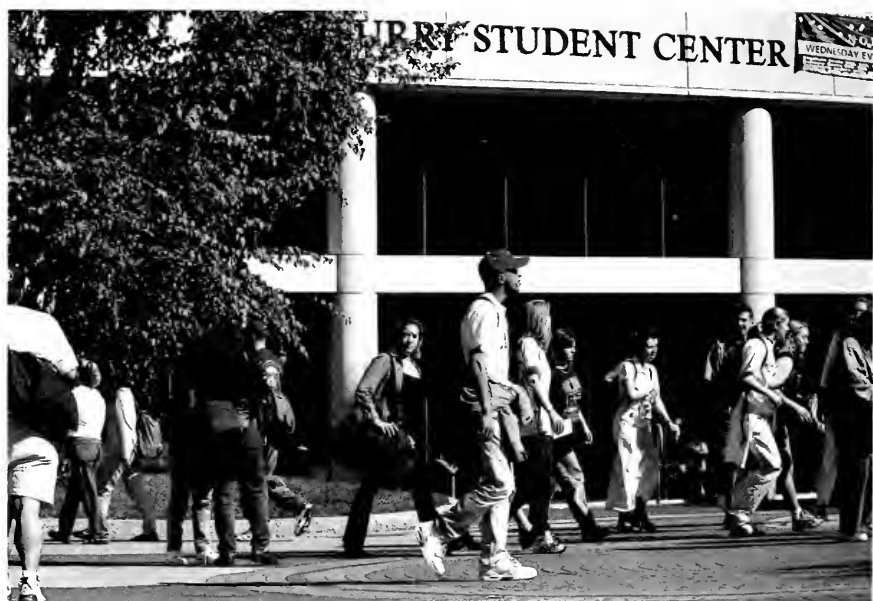
Franks says Curry helped galvanize a strategic planning effort for WACE that focused on transforming the conference-oriented organization into one offering more direct assistance in establishing and supporting international co-op ventures. Under Curry’s leadership, WACE nearly quadrupled its membership, to roughly 450 institutions; improved research and communications; and fostered new alliances with higher education institutions, corporations, and governments. Curry also organized the WACE board into working committees and brought more diversity to the group by seeking more participants from the Pacific Rim and other developing nations.

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Because Curry so firmly believed in the value of cooperative education, he preached that message fervently and successfully on the world stage. As he noted in his annual address to the university’s Corporation in May 1994, his travels around the globe demonstrated the high level of interest in cooperative education, as well as the substantial respect for Northeastern’s leadership in that area. “The attention I have been accorded is proof that Northeastern’s ownership of the title ‘world leader in cooperative education’ is not an empty boast but a well-founded claim among leaders in government and education in all the parts of the world I have visited,” Curry told corporators.²⁷

Curry always promoted the value of co-op on campus, too. Himself a product of the co-op plan and a member of the Division of Cooperative Education in the 1960s, Curry believes his major contribution was both protecting and enhancing the image of co-op during very difficult economic times.

Trustee Marini, whose own enthusiasm about co-op led him to hire hundreds of co-op students over the years to work at Camp Dresser & McKee, praises Curry for his continued support of co-op. Says Marini, “He recognized that co-op was the gem.”



The renovated student center, named for President Curry and his wife Marcia in 1996, stands as a strong symbol of the central place held by students during the Curry years.

“The Focus of Everything We Do”

IN EARLY NOVEMBER 1996, two months after stepping down as president, Jack Curry came back to campus and looked out on a sea of faces—students, faculty, staff, administrators, and friends—all of whom had gathered to honor him for being what many called the “student-centered president.”¹ The group of more than 500 was assembled in the Student Center behind the Ell Building, which had been beautifully renovated on Curry’s watch. The previous spring, student leaders had voted to name the addition after Curry, and trustee chair George Matthews had persuaded the Board of Trustees to also inscribe Curry’s wife Marcia’s name on the building, in recognition of her support for her husband and her graciousness in cohosting numerous university events. That November day when Curry and his wife returned to campus was to mark the official dedication of the John A. and Marcia E. Curry Student Center, as well as a grand “thank you” to Curry for making the Northeastern campus a friendlier, more welcoming place for students, and—perhaps most important—for listening to student concerns and for including students in decision-making more than ever before.

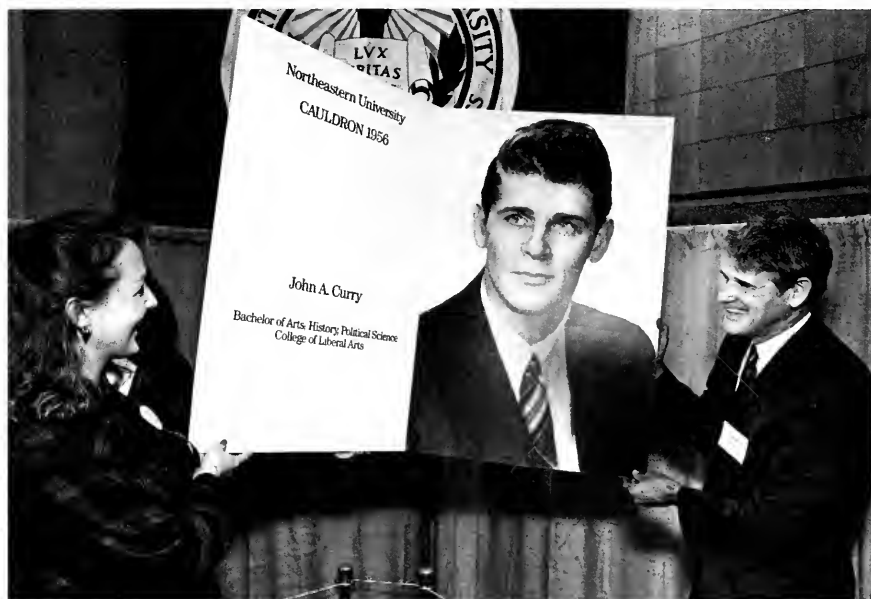
On a makeshift stage, student leaders stood up, one after another, and spoke of their deep admiration and respect for Curry and all that he had done for students. Curry appeared emotional as he listened to the tributes. Then the atmosphere turned more festive as the Northeastern cheerleading squad presented a spirited performance and hundreds of colorful balloons dropped from the ceiling.

Finally Curry rose and was greeted with a standing ovation. “You don’t know what it means,” he told the crowd, “to be a kid from Lynn, to go to school at this university, and then have your name up there with legends of our past. I’ve never been prouder of anything in my life.”

Near the end of the occasion, students unfurled a banner that would permanently hang in the building, featuring the center’s new name

and a quote from one of Curry's speeches: "The student is the focus of everything we do."

That sentence came from Curry's very first university-wide speech in fall 1989.² Indeed, from the beginning of his presidency, Curry initiated a sea change in the way students were treated at Northeastern. The school that had come to be known as "the factory on Huntington Avenue" would become much more attuned to students' needs, making substantial efforts to view



Student government president Deborah Edwards presents Curry with his own Northeastern graduation photo at a student reception in honor of his selection as president.

them more like valued customers. And, with Curry's encouragement, students from all corners of the university—from Student Government Association leaders to international students to students with disabilities—began an unprecedented dialogue with Curry and other administrators about their own needs as well as the future goals of Northeastern.

"I would call Jack the student's president," says James Patterson, who was president of the Student Government Association (SGA) in 1991–92. "Although the mood of the time was about downsizing, it was never something that kept Jack from maintaining his contact with us. I also don't know of any other university president, then or now, who took the student leadership and the students into consideration as equals to the faculty and staff. It was absolutely uncommon, and unusual and unique."

Adds Laura Waters, SGA president in 1996–97, “You knew you had an open dialogue with Jack. He wouldn’t make any decision until students had been given a chance to air their concerns. Whether or not we agreed on things, he always had that open-door policy.”

Karen Rigg, who served with Curry throughout his administration, first as dean of students and then as vice president for student affairs beginning in 1992, says that students felt Curry was on their side. “There was a great



President Curry made it a priority to meet with students—even for running, his favorite pastime.

sense of trust and confidence,” she said, adding, “Jack grooved on students. As he walked across campus, he would stop and wave to them, talk to them. He has a wonderful warmth—that is part of his legacy.”

Curry, for his part, credits Rigg for her own efforts in working closely with students to improve campus life. “I was very lucky to be able to deal with someone as student-oriented as Karen Rigg,” he says. “It made our work together so easy.”

Curry’s support of students went well beyond establishing an open dialogue. During his presidency, numerous improvements were undertaken to better students’ experience at Northeastern.

Most visibly, the physical campus blossomed with new and refurbished buildings as the university invested in its future in spite of tight finances. Recently built structures included Snell Library, completed during

President Ryder's administration; the Egan science and engineering research center; the Marino recreation center; and a classroom building later to be named for trustee Robert Shillman, in recognition of his gift. In addition, major renovations transformed Dodge Hall into a state-of-the-art new home for the business college, and the student center into a larger, more welcoming, more functional facility. Classrooms and laboratories across campus were upgraded, as were athletic facilities, including Matthews Arena and Parsons Field. And surrounding all the buildings were freshly installed brick pathways, plantings, and works of art that softened Northeastern's traditionally utilitarian feel.

Inside the buildings, Northeastern was refashioned in other ways—less visible, but just as important. University officials took pains to improve staff-student interactions in offices across campus and to facilitate student access to information, particularly through modern technology. Programs were initiated to bring faculty and students closer. Library services were upgraded. The bookstore, under different management, was completely renovated. Residence halls experimented with innovative programming to appeal to different groups of students. As Curry put it in October 1991, in an interview in the *Northeastern Voice*, he wanted the university to have topnotch student services so that it would operate “a little bit like Disneyland.”³

“It was all part of the enrollment management strategy,” he says, “part of figuring out how to get students to come to and stay at Northeastern. Having a strong library was coupled in my mind with having an improved student center, an improved bookstore, improved luncheon facilities, as well as improved technology in the classrooms and dorms and a brand-new recreation center. While things were not easy for us, we knew that to compete with institutions like Boston University and Boston College and others, we needed these things. All of these were related to an overall strategy aimed at becoming more appealing, and to convince students to stay here and feel better about themselves and their university.”

Students often spoke approvingly of the efforts to strip Northeastern of its “factory” feel and to recast it as more welcoming and liveable. But student leaders seemed most impressed that they had the opportunity to voice their concerns on a regular basis directly to the president and to participate fully in crucial university decisions.

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The story of the student center renovation aptly showcases how students played starring roles in university planning during the Curry era. For it was the students who pushed for the renovation, who outlined the features

they thought the building should have, and who convinced their fellow students to agree to a hike in student fees, on top of annual tuition increases in the 5 to 8 percent range, to pay for the project. “The students got behind it and sold it,” says Gail Olyha, the student center director who oversaw much of the renovation project. “If they hadn’t gotten out there to do the selling they did, it wouldn’t have gone over.”

It was clear in the late 1980s, nearly 30 years after the student center had opened in 1962, that the place was due for a makeover. While the building had been a grand addition to the campus in the 1960s, it had grown less popular over the course of time. The ground floor cafeteria was a gray, sparsely populated place, and the four upper floors housed student offices and meeting rooms that were dark and uninviting, with air circulation and heating problems, and often without air conditioning. There weren’t enough rooms for the increasing number of student groups; the building also did not meet current fire and safety codes; and it was not fully accessible to individuals with disabilities.

For the nearly three decades since the building had opened in 1962, students were charged a \$12.50 quarterly fee to help retire the bond for the building. Richard Sochacki, before he stepped down from being student center director in 1988, suggested to students that, when the bond was paid off in 1993, they opt to retain the fee in exchange for improvements to the out-of-date structure—which one administrator had described regretfully as “like something out of the Russian youth movement.”

When Rigg broached the topic of renovation with Curry around 1990, he was supportive of enhancing the building and requested more information. Money was approved for a feasibility study.⁴ Between 1991 and 1992, Bruner/Cott & Associates, Inc., of Cambridge conducted the study, setting up focus groups of students and staff to gather input. “We designed our ideal building,” says Olyha.

The rub, though, was the cost. Olyha says that when she and Rigg presented the final study to Curry and several senior aides—with a price tag of \$17.6 million—“everybody kind of gasped.”

But the initial sticker shock gave way to discussions of how the university could pay for the renovations. Some features of the “ideal” building, such as a skylight, were scrapped, bringing the cost down to \$13.6 million.⁵ Some of the money, officials realized, could come from contributions from food vendors who would be operating in the building. Still, the substantial price tag would necessitate a hefty increase in the student fee, to \$50 per quarter—which students would have to approve.

Treasurer Robert Culver and business vice president John Martin secured \$3 million in vendor contributions in exchange for 10-year contract

extensions.⁶ The university's food service contractors, Dining and Kitchen Administration, contributed \$2 million to help finance the first phase of the renovation, completed in fall 1993, which transformed the colorless cafeteria on the ground floor into a lively food court with a dramatic spiral staircase and a glass-enclosed seating area. Further, the Northeastern bookstore was completely renovated into an appealing new operation with the help of \$1 million from Barnes & Noble, which had managed the store since the late 1980s.⁷



The student center, renovated in 1994, included a bright and airy indoor quad, shops and lounges, and refurbished meetings rooms and office space.

Barnes & Noble also improved the store's book-buying policies, which had been heavily criticized by faculty in the past.

To finance the refurbishment of the upper floors, students collaborated through the 1992–93 school year with Olyha and her staff to organize two referendums asking students to approve the \$50 quarterly fee.⁸ Olyha credits students for their grassroots efforts to get the word out about the renovation project. Armed with architects' renderings of the proposed student center renewal, students made the rounds at residence halls, student clubs, and informational tables around campus to describe and promote the project. At one point, about 20 members of the Resident Student Association, led by Joseph Kain and George Proakis (son of John Proakis, chair of electrical and computer engineering), spent the better part of two evenings leafletting every dorm room on

campus—about 1,900 rooms—with a sheet arguing why the \$50 fee was worth it, including a breakdown of costs accounting for inflation.

Says Proakis, "I knew that many people were dead set against paying for the student center renovation. And I got sick of arguing over it with people. But when we did the information sheet, that started to push the momentum in the other direction. In each residence hall, there began to be a couple of champions of the project who were talking it up. Without those sheets, the vote might not have been 'yes.'"

Curry expresses strong admiration for those students who worked to get out the "yes" vote. "They did a wonderful job," he says. "To gain approval in those days when tuition was escalating and when we had a strong erosion of federal and state financial aid, demonstrated to me that our students also believed in investing in our future, in becoming better."

With the positive vote, work began on the upper floors of the student center. Initially it was thought the renovation would take the whole 1994–95 school year to complete, but Olyha says that when the construction manager on the project suggested shutting down the building in summer 1994 so the work could be completed in three months, officials jumped at the idea. And so, in fall 1994, the student center reopened with a bright and airy indoor quad featuring shops and lounges, and on the upper floors, refurbished hallways, meeting rooms, and office space.⁹ As Olyha put it at the time, "I think we've attained the essence of what a student center is supposed to be all about."

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The "essence" of the new student center seemed to speak of invigoration, of power. In that way, it stood as a tangible symbol of the central place held by students during the Curry years.

Curry met twice monthly with the SGA and made sure its members served on committees tackling crucial university concerns, such as strategic planning, budget issues, and potential tuition increases. He says it was one of his goals to help strengthen the SGA by meeting with them frequently and involving them in university business. "By making them a stronger student government, I think we strengthened their credibility with students as well," Curry says.

Also during the Curry era, graduate students formed their own governing association; previously, they had had no official voice in student-related matters.

Curry made it his business to meet with many different student groups on a regular basis, with the understanding that he was willing to

address major university issues so long as concerns were first discussed with one of the vice presidents. He met with African-American students, Latino students, international students, gay students, students with disabilities, student journalists from the *Northeastern News* and the university radio station (WRBB), and others.

For international students, Curry backed a new center to serve as a social base as well as a resource and promotional center for cultural activities for the university's more than 2,000 foreign students.¹⁰ Latino students were provided for through a new Latino Cultural Center and a minor in Latino, Latin American, and Caribbean studies.¹¹ Also, on the death of longtime dean of students John O'Bryant in 1992, Curry moved quickly to name the university's African-American Institute for him, to honor his leadership, particularly on issues of concern to students of color.¹²

Curry was also sensitive to students' spiritual needs, meeting every quarter with the university chaplains. Curry and the chaplains discussed how best to support students' diverse spiritual lives, as well as other issues, such as how to handle communications regarding deaths in the community, or how to deal with attempts by cultlike groups to recruit on campus. The biggest challenge facing the chaplains during the Curry years was that the student population was growing ever more religiously diverse; thus, an emphasis was placed on making the office of religious life more broadly defined and inclusive. To reflect this change, the office was renamed the office of spiritual life.

A suitable place for student prayer was also a top priority, as students of different faiths came to Northeastern with very different needs. The Bacon Memorial Chapel on the second floor of the Ell Building, designed as a Christian chapel with wooden pews and a westward-facing altar, was particularly problematic for Muslim students, who had to drag out the heavy pews every Friday so they could place their prayer rugs on the floor. Explains Sister Rosemary Mulvihill, one of the university's Catholic chaplains, the chapel "was a dismal, dim structure that did not cater well to the increasing diversity of students on campus."

And so, plans emerged to renovate the chapel. In fall 1993, Northeastern architecture professors Monica Ponce de Leon and Nader Tehrani were commissioned to create a revised chapel design.¹³ Chaplains as well as students from various traditions met with the architects over the course of two years to discuss what the new sacred space should be like.

The finished design, which won the Boston Society of Architects award for unbuilt architecture in November 1996, called for a luminous room with a gleaming wooden floor and walls of smoky blue-tinged glass. Budget problems kept the renovation project from being undertaken during Curry's tenure, but after a fire gutted the chapel in December 1996, insurance money

helped pay for the upgrade, completed in 1998.¹⁴ At that time, the chapel was renamed the Spiritual Life Center.

Students also became more engaged in choosing graduation speakers during Curry’s presidency. In 1994, after several instances in which students complained about the choice of a graduation speaker, Curry worked with Jack McDevitt, director of the Center for Criminal Justice Policy Research, to develop a survey that would solicit opinions from all students on the matter, and to have students help prioritize the findings.¹⁵ The result? “Students loved the new process,” says McDevitt. “For the first time, the process was visible in the community and everyone had an opportunity to participate.”

Students also played a big part in strengthening teacher/course evaluations. While evaluations had been conducted since the early 1980s, their effect on professors was minimal because, for many years, the Faculty Senate held that the evaluations could not be considered in merit and tenure evaluations. However, the Senate eventually lifted that restriction near the end of Curry’s presidency, after the teacher/course evaluations were standardized and refined with the involvement of both faculty and students. “During Jack’s presidency, student evaluations became legitimized and became sensitive enough to deal with different kinds of instructional situations,” says assistant history professor Gerald Herman, who served as SGA adviser through the Curry years. “The evaluations really began to be used as part of faculty evaluation. And Jack was a very active promoter of this.”

...

A host of other administrative changes streamlined students’ interactions with the university during Curry’s presidency. For years, one of Northeastern’s most glaring problems had been the so-called NU shuffle—when students were sent scurrying from one office to another just to pay a bill, receive a financial aid check, or register for class. Notorious among students, the “shuffle,” which often found students directed back to the office they started at, fostered Northeastern’s factory image. Curry and other top administrators were determined to take huge strides in alleviating the bureaucratic obstacles.

Various solutions were tried. In 1991, a program called “Connections” offered customer-service training for employees who often dealt with students.¹⁶ Another program initiated in early 1993, called “SNAP” (Student Needs Analysis Project), aimed to shorten lines and minimize hassles for students.¹⁷

But it was advanced technology that revolutionized student interactions with the university. For years, students had been frustrated in their efforts to conduct business with various university offices whose computer

systems didn't "talk" to one another. For example, a student might pay a tuition bill at the bursar's office, only to discover that he or she was blocked from registering for courses because the registrar's office had no record of the tuition payment. To tackle this problem, teams led by treasurer Robert Culver and information services vice president George Harris moved aggressively to introduce more sophisticated systems to ensure that the university's various offices were operating from the same information base.

In 1993, says Harris, new software was incorporated to enable student advisers across campus to call up students' records on their computers and make changes if necessary. The following year, an upgraded computer system at the student center information booth came on line to offer information on everything from university policies to airline schedules.¹⁸ Also in 1994, computer kiosks were installed at five campus locations, giving students instant access to account information, grades, transcripts, class and exam schedules, financial aid, class registration updates, co-op, academic advisers, and events, says Harris. Similar information became available through a telephone voice-response system implemented the same year. Perhaps most significantly, by allowing students to register for courses over the phone, the voice-response system effectively eliminated the long lines that had traditionally snaked through Hayden Hall during registration periods.

"The changes during that period dramatically changed how students did business with the registrar's office," recalls Clarke Thompson, who was in charge of scheduling classes at the time. "It was really a quantum leap forward."

Technological improvements also extended to the residence halls, where the university set up mini-computer labs and wired each room so that students could have access to Northeastern's computer network as well as to the Internet. These enhancements, completed near the end of Curry's presidency, were part of a university-wide effort to establish a campus-wide computer network.

Other efforts sought to bring students in closer contact with one another, with staff members, and with professors. For example, provost Michael Baer established a "freshman friends" program in the spring of 1991 that enabled faculty and staff to offer freshmen advice or answer questions. In 1994, the university closed its freshman affairs office, which had traditionally handled freshman advising, and placed advising back in the hands of the individual colleges, with the goal of forging ties between students and their colleges as soon as possible.¹⁹

The residential life office developed its own plans to improve students' lot. One new program in 1992 turned Speare Hall into a "living-

learning center," with both dorm rooms and classrooms in the building, so that some students could take classes downstairs from their rooms instead of across campus.²⁰ Residential life also established a wellness residence hall and a substance-free residence hall. There was also an honors dorm, named for longtime vice president for administration and student affairs dean Christopher Kennedy, who died in July 1989 just one month after his retirement. Other offerings included a quiet hall as well as dorms set aside for international, engineering, and women students. In 1993, residential life established a "one-stop shopping" office in Speare Hall; previously, three different offices had handled students' housing problems.²¹ The following year, another new program set up a student-faculty dinner in the living-learning center, to help the two groups get to know one another better.²²

The largest scale undertaking to boost positive contact between students and the university was the introduction, in summer 1994, of a new orientation program for freshmen, transfer students, and their parents. The initiative aimed at reducing so-called summer melt—whereby students who initially indicated a desire to attend Northeastern would change their minds over the summer—by creating "a much more personal culture, or sense of community, on campus," according to Mary Langlie, who became director of new student orientation and commuter services in December 1993.²³ The program, running from mid-July to the end of August, offered two-day sessions on campus for all new students. Meeting in groups of 15 and led by upperclass students, incoming students were able to meet with faculty, staff, and other students; to learn about Northeastern's academic programs, resources, and services; to take placement exams; to consult with their advisers; and to register for classes. By spring 1995, a survey found that most participants felt that the program was beneficial. And retention improved noticeably among students who had participated in the program.²⁴

The university also stepped up efforts to maintain contact with parents by opening an office of parent programs and services in 1992, which had been closed for several years after operating through the 1980s. The new office, led by Susan Brown, oversaw parent visits to campus during summer orientation, set up a parent advisory board, produced a parent handbook, and organized a fall parents' weekend.

Even when student-related issues became controversial, the Northeastern campus was decidedly open to lively debate. Curry, in particular, was not likely to shy away from difficult issues; rather, he welcomed the opportunity to hear student views and to offer his own.

In January 1990, a student was murdered on the outskirts of the Northeastern campus.²⁵ Nineteen-year-old Mark Belmore was walking late one night

near the corner of Columbus Avenue and Coventry Street when he was attacked, ostensibly for his wallet and leather jacket. The campus was stunned.

Curry immediately spoke publicly about the incident, and the *Northeastern Voice*, the faculty/staff newspaper, carried news of the murder. Curry maintained that the Northeastern campus was safe, with a public safety record and procedures “second to none in the nation,” but he also told students to take safety precautions because they were living in an urban environment. He directed the public safety division to make the campus community more aware of safety aids such as the police escort service, the emergency telephone network, and public safety workshops. Public safety officers were stationed at tables around campus to answer questions and provide information on crime prevention. Dean of students Rigg and SGA president Deborah Edwards appeared on the WBZ-TV show, *People Are Talking*, to discuss the issue of campus security. The university also hosted a campus-wide memorial service for Belmore and set up a special program to help people cope with the loss.

Other issues, thankfully less traumatic, were also handled in an open manner. In 1990, when Northeastern’s Alternative Lifestyles group called for the Reserve Officers Training Corps to be banned from campus because of its refusal to admit homosexuals, Curry was firm in his disagreement with the suggestion.²⁶ He maintained that punishing Northeastern’s ROTC program for a policy it didn’t control would, in effect, punish the students who benefited from the program. At the same time, he made it clear that he disagreed with the discriminatory policy, and he wrote a strong letter to the Secretary of Defense calling for a change in military policy.

Curry also faced difficult issues with both African-American and Latino students. While many of his meetings with these groups were amicable, there were times when discussions became strained. African-American students often insisted that they were not getting the best co-op jobs or not receiving sufficient financial aid. They also complained of unfair treatment by the university’s police officers; some charged that they had been stopped for questioning simply because of their skin color. On another occasion, Latino students were angered when one of their favorite tenured professors was fired. In all these instances, Curry spent hours listening to the students’ concerns, even when the tone of the meetings turned ugly, and after the meetings he did his best to address the problems.

Tuition, another hot-button issue for students, brought Curry and student leaders together on numerous occasions—again, not all of them pleasant. For several years, during the region’s economic downturn and

Northeastern’s own downsizing, tuition hikes were lower than the double-digit increases of the 1980s, but students still sought every year to keep the increases as low as possible. After a 9 percent tuition increase in 1990–91, Curry pledged to keep the increase to 5 percent or under the following year, which he did.²⁷ But in winter 1992, when it looked like tuition for 1992–93 might top 8 percent, students fought back. SGA president Patterson and other student leaders went so far as to stage a protest against the proposed hike, arguing that even a 5 percent increase could be tough for some students.²⁸ Curry, who had been holding discussions with students about the tuition increase, was not happy with their tactics. But he did listen and prevailed in setting a tuition hike that came in under 8 percent.

In fact, Curry was well aware of the financial difficulties faced by students. Between fiscal years 1989–90 and 1996–97, freshman tuition rose from about \$9,500 to \$15,000, a more than 35 percent increase, while room and board costs rose 30 percent, from \$5,500 to \$7,900.²⁹ At Curry’s direction, the university sought to mitigate the effects of these increases on the neediest students by more than tripling financial aid between 1989–90 and 1996–97, from \$8.3 million to \$29.3 million, an increase of more than 70 percent—a bigger jump than ever before in Northeastern’s history in such a short span of time.³⁰ Curry also made a special point of not only opening up the discussion of tuition to all constituencies but of speaking about it publicly after the decision was made.

Northeastern also established new scholarships to help make college affordable for students. In fall 1994, the Boston Youth Leadership Awards were created for 20 Boston seniors who demonstrated outstanding community leadership and graduated in the top 25 percent of their class.³¹ Founded at the same time were the AHANA Achievement Awards, for 15 Asian-American, Hispanic, African-American or Native American students graduating in the top 20 percent of their class and scoring 1,050 or higher on the SAT. Money provided by already existing scholarship programs—the New England Merit Scholarships and the Ell Scholarships—was also increased.

The president also stood on the frontlines when it came to advocating for more state and federal financial aid for students. Throughout the early and mid-1990s, Curry decried cuts in financial aid as well as proposals to shift aid from grants to loans. He paid particular attention to changes that would force students at Northeastern and other private institutions to dig deep into their pocketbooks.

In Massachusetts, Curry fought hard against plummeting state aid levels, which dropped by more than half in just three years’ time, from a high

of \$84 million in fiscal year 1989 to \$35 million in 1992.³² But in summer 1992, Curry, serving as chairman of the Association of Independent Colleges and Universities of Massachusetts, lobbied legislators and waged an aggressive letter-writing campaign to the state's largest daily newspapers in support of increased scholarship funding. The drive was successful: When the budget was finalized, financial aid was boosted to \$61 million. Said Jean Eddy, vice provost for enrollment management, at the time, "Jack Curry is a champion with the



In early 1996, U.S. Senator Edward Kennedy speaks against proposed cuts in federal student aid at a spirited student rally on campus. Seated, at left, are President Curry and U.S. Representative Joseph Kennedy.

financial aid community of Massachusetts. They are attributing most of the success to the president and his influence."

Curry was also active on the national scene in calling for more education aid for students. At a Boston forum in May 1992, Curry charged that the federal government was unwilling to support higher education, noting that only 1 percent of the federal budget was set aside for it.³³ "We should be advocating and expanding, not cutting back, higher education grants," Curry said at the forum, appearing along with Boston Mayor Raymond Flynn and other leaders from the public and private sectors to address the city's future national legislative agenda. The best way to improve the quality of urban life, he

continued, is to "give young people a crack at a college education [and] make sure that it's not only the rich who can afford to send their kids to college."

In winter 1995, Curry again spoke out, decrying a proposal by House Republicans to cut \$20 billion in federal student aid. Recently elected secretary of the board of directors of the National Association of Independent Colleges and Universities (NAICU, AICUM's parent organization), Curry called the threat to affording a college education "more frightening than it's ever been in our history. . . . We should be investing in education, not taking money away."³⁴ Three months later, Northeastern hosted a spirited rally in the student center to protest the proposed cuts, featuring U.S. Senator Edward Kennedy, U.S. Representative Joseph Kennedy, Curry, former Massachusetts governor Michael Dukakis, and Clare Cotton, president of AICUM.³⁵

"Jack played a key role in helping to preserve and protect federal financial aid for students," says David Warren, executive director of NAICU.

Curry's contribution to supporting financial aid did not go unnoticed by students. Neither did his efforts to create a more user-friendly, welcoming campus and to include students more than ever before in university decision-making. As thanks to Curry, seniors in the class of 1996 voted to name their class gift the John A. Curry Scholarship, launching a \$50,000 fund drive to support it.³⁶ The scholarship was to be awarded to upperclassmen in good academic standing who had a demonstrated financial need—exactly the kind of students Curry had sought for many years to help; in fact, exactly the kind of student whom Curry himself had once been. And when students and the Board of Trustees chose to name the student center after Curry, many uttered the same word to describe the decision: "fitting."

As SGA president Waters said at the time, "I don't think there was one person who didn't think this was a good idea. We thought it would be a very fitting tribute to a man who has done so much for the students. Even when he couldn't do what the students wanted, he always took time to listen to their concerns and empathize with them. That meant a lot."



A group of business students, reflecting the diversity of the Northeastern campus, studies in Dodge Hall.

Advancing Diversity and Community

IN EARLY 1992, Jack Curry asked psychology professor Harlan Lane—a university distinguished professor and recent recipient of a prized MacArthur Foundation, or “genius,” grant—to chair a new commission on diversity, tolerance, and community. The commission, Curry explained, would make recommendations to him on how to reduce intolerance and discrimination at Northeastern based on race, religion, national or ethnic origin, gender, sexual orientation, or physical appearance or ability.

Lane was skeptical. He’d known Curry since the early 1970s and certainly wanted to help the president with what sounded like an admirable project, but he was reluctant to take time away from his scholarly work. He also recognized that reports and recommendations had a tendency to end up filed and forgotten. “But, to be honest,” Lane recalls, “I couldn’t think of a way to say that to Jack that was polite. So I didn’t say it. I just hoped we would do such a bang-up job that [these recommendations] wouldn’t just get filed.”

As it turned out, Lane’s concern was, as he puts it, “completely unwarranted.”

Indeed, six months later, when commission members met with Curry to discuss their 67 recommendations, Curry “did something astonishing,” says Lane. “I’ve never seen it happen before or since. He held himself accountable to the commission. We went through all sixty-seven recommendations—we sat there for three hours—and he refused only one.”

Curry’s overwhelming acceptance of the commission’s recommendations sent a clear message of his belief in the importance of diversity and tolerance at Northeastern. But the message wasn’t new; in fact, Curry had spoken of his conviction since the start of his presidency. In his December 1, 1989, inauguration speech, he said, “Of all the noble ideals that a university can teach, none are more vital to our democracy than those of tolerance,

inclusion, and the free exchange of ideas.” He went on: “[The university] must bring to its campus students and faculty as diverse as the world from which they are drawn. It must promote civil discussion of differences and provide opportunity for the practice of cooperation and tolerance. It must demonstrate through its course offerings an unwavering respect for the world’s multitude of cultures. And it must be a strong voice in the community at large.”¹



Psychology professor and MacArthur Scholar Harlan Lane



Ellen Jackson, dean and director of affirmative action

These words were translated into concrete actions through the early and mid-1990s, as Curry implemented many of the Lane commission’s recommendations and took other steps to make Northeastern a more diverse and welcoming place for all kinds of people—as well as a place where differences could be discussed openly. During Curry’s tenure, Northeastern’s senior administrators became a more diverse group; diversity became a more significant factor in hiring new faculty and staff; and additional forms of support were put in place for an increasingly diverse student body. And throughout his presidency, Curry spoke often of the importance of tolerance and diversity in speeches, in memos, and in meeting rooms.

Ellen Jackson, who served as dean and director of affirmative action under Curry, said after his retirement in 1996 that he “wholeheartedly committed the school to a policy of diversity that is rivaled by no other institution. He supported virtually every endeavor we proposed to him, whether from the affirmative action office, the African-American community, the Latino community, women, gays and lesbians, or others.”²

Adds Katherine Pendergast, who was named vice president of human resources management in 1993, “It was clear across the campus that diversity was a major agenda item for this president. This was a no-nonsense issue. It was woven through and around everything the institution was doing at the time.”

In some ways, Curry seemed an unlikely champion of diversity. He attended Northeastern at a time when it was understood, as it was at most other

American universities, that whatever opportunities were open to an individual were often determined by social class, skin color, or religion. Many of Curry's fellow students were much like him—Irish, Catholic, and from middle- or lower-class backgrounds. Curry recalls only one African-American student and one international student in his 1956 graduating class. The people who ran the university, on the other hand—the senior officers and members of the governing boards—were overwhelmingly Protestant, male, and white, holdovers from Northeastern's early association with the YMCA, which was led by a group of Boston's Brahmin leaders who had created what would later become Northeastern to provide higher education to those less fortunate than themselves. Northeastern was not unique in this regard; many other Boston institutions at the time were run the same way, with individuals of certain religious backgrounds finding it very difficult to assume positions of power. From his early days working at Northeastern, Curry remembers when it was business as usual for employees' records to be marked "P" for Protestant, "R" for Roman Catholic, or "J" for Jewish.

There wasn't much gender diversity, either. "Until the mid-1970s," Curry notes, "there weren't many women on campus because we were so loaded with engineers and business administrators. So there was a big uphill climb for Northeastern on the issue of diversity."

Why did Curry care so much about diversity? Jane Scarborough, whom Curry made the first-ever woman vice president of Northeastern and who is openly lesbian, thinks Curry's difficult teenage years—losing his mother, dealing with an alcoholic father, struggling through his first year at Northeastern—made him acutely aware of how tough it can be to fit in and achieve success when one is dealing with being "different" or has a handicap of some sort. Although Curry was "the consummate insider in his institution," Scarborough says, "his view of society was that of someone who's been on the margins and had been an outsider in the past. I think his normal sympathies and instincts were for the underdog—whoever that was."

Curry also witnessed changes at Northeastern as the university responded to the profound transformations in American society wrought by the women's movement and the black power movement. Starting in the mid-1960s, and continuing through the 1970s and 1980s, university officials initiated their first concrete efforts to bring more diversity to the student body and to the faculty and staff. In 1964, Asa Knowles launched the university's first-ever scholarship program for African-American students in Boston, funded by the Ford Foundation. As an admissions counselor at the time, Curry was involved in this recruitment effort. Knowles also established developmental programs to help enhance the scholarship recipients' reading and language skills.³

A decade later, when U.S. District Court Judge W. Arthur Garrity, Jr., ordered 21 greater Boston colleges and universities to participate in the second phase of Boston's public school desegregation plan, Knowles assumed a leadership role by chairing the steering committee of college presidents involved in the undertaking.⁴ Kenneth Ryder continued with the work begun by Knowles; he also served as chair of the steering committee, starting in 1977, and institutionalized the university's ties with the Boston public schools by creating Northeastern's Urban Schools Collaborative Office in 1976.⁵ After a short time, Ryder hired two people he'd worked with on the desegregation effort. Jackson, who had been director of Boston's Freedom House, was appointed Northeastern's director of affirmative action, and John O'Bryant, a school board member, became the university's assistant dean of students in 1978 and its vice president of student affairs the following year.⁶ In general, during Ryder's tenure, the university intensified its commitment to hiring more people of color. Substantial efforts were also made to support minority students attending Northeastern; for example, Ryder oversaw a substantial increase in the numbers and kinds of scholarships available to Boston public school students.⁷

Throughout the 1970s and 1980s, the number of students of color attending Northeastern was expanding. By the time Curry became president, minority students made up about 12 percent of the student body, and that percentage continued to grow strongly through the 1990s, reaching 17.4 percent by fall 1996, despite the overall enrollment drop.⁸ Much of that growth came from an increase in the number of Latino students; between 1988 and 1993, the number of full-time Latino students at the university jumped nearly 60 percent.⁹ Such expansion was in line with national trends. Between 1990 and 1996, the nation's Hispanic/Latino population rose by 5.5 million—about 24 percent, compared with 9 percent growth among African-Americans and 5 percent growth among whites. In total, Latinos represented 10.6 percent of the entire U.S. population by July 1996.¹⁰ International students also composed a sizable portion of the student body during Curry's tenure. Although their overall numbers decreased slightly, from 2,166 to 1,992 between 1990 and 1996, during that same period they made up an increasing percentage of the total student body, up from 6.1 percent to 8.1 percent.¹¹

In fall 1989, Curry understood that Northeastern—as an urban institution that had long championed the mission of being accessible to all kinds of students—needed to fully embrace the cause of diversity, not just because minority populations were increasing, but because it was the right thing to do. “Jack truly believed in this whole concept of diversity,” says Keith Motley, a 1978 Northeastern graduate who served as director of the African-American

Institute before becoming associate dean of students. “He made sure that even though Northeastern was becoming smaller but better, the institution still maintained its commitment to young people from all different kinds of backgrounds. He didn’t assume that African-American students or Latino students or others couldn’t perform. His challenge was to go find those students and convince them to come to Northeastern.”

...

Curry’s establishment of the Lane commission, and his subsequent acceptance of almost all of its recommendations, was perhaps the most striking evidence of his commitment to the cause of diversity.

When Lane and his colleagues on the commission undertook their examination of the climate for diversity at Northeastern, they found much room for improvement. In open meetings on campus, gay students talked about hearing homophobic comments in their dorms or seeing antigay graffiti. A business student observed that he’d never seen an African-American student in any of his classes. Students of color reported getting blocked from registering for courses because they couldn’t pay their bills on time, then getting shut out of the classes entirely because they were full.

Commission members also gathered reams of data—everything from the university’s dropout rate to its level of scholarship aid to the status of its women faculty and staff—and compared the Northeastern information with similar information from comparable universities. They studied other institutions’ progress in addressing issues of diversity. And they discovered that while some schools had made substantial efforts—Harvard, MIT, UCLA, and UC/Berkeley were the most prominent examples—most institutions had been more reactive than proactive in dealing with diversity.

Overall, commission members didn’t hear anything that led them to conclude that Northeastern was “scandalously racist or sexist,” Lane says. But they did find that the racism and intolerance endemic in American society persisted on the Northeastern campus. “We hadn’t escaped it,” Lane says. “And, really, why should we escape it? After all, our students, faculty, and staff come from the larger society. How could it be that suddenly all of that was stripped away here? My sense was that we were fairly average for a university. But that wasn’t good enough for a large urban university with a substantial minority population.”

Thus, the commission came up with its 67 recommendations, touching on issues ranging from financial aid policy to residential life to curriculum to hiring and retention practices. In announcing the recommendations to the

university, Lane said, "What we have done is to administer a strong antiviral agent throughout the body of the university, which we hope will seek out and destroy the toxins of discrimination and intolerance."¹²

Curry began implementing some of the recommendations immediately. Just after the commission issued its report in May 1992, Curry declared he would hire an ombudsman for diversity and set up an executive board on diversity to meet monthly; establish a system to track bias incidents at the university; centralize university procedures for gathering data about diversity among students, faculty, and staff; and institute diversity training and education at all levels of the university. Curry himself would later participate in one of these training sessions for the university's top officials, a move that impressed many of those who worked with him. Pendergast calls this session, held at the Warren Center in Ashland, a "defining moment" when it was made clear that Curry wanted diversity to be a "shared value" at Northeastern.

Curry also expressed approval for plans to introduce discussions about diversity into undergraduate course curricula; to examine the possibility of expanding the minority-faculty-recruitment fund he had initiated to include openly gay and lesbian scholars and candidates with disabilities; to institute a diversity-based hiring and retention plan; and to recast the financial aid system to promote recruiting and retaining students from minority groups.¹³

By the time Curry stepped down from the presidency, most of the Lane commission's recommendations had been implemented.¹⁴ Even the one recommendation that Curry didn't accept—that Northeastern suspend its ROTC programs as long as the U.S. Department of Defense discriminated against lesbian and gay recruits—had been addressed as far as Curry was comfortable. A firm advocate of ROTC as a valuable option for students, Curry refused to abolish the programs, although he did speak out forcefully against the defense department's policy.

Overall, Lane says, Curry's support of the work of the diversity commission brought Northeastern to the foreground of universities working actively to bring more diversity to their campuses. "A few schools were proactive," he says, "and Northeastern joined their ranks."

• • •

For Curry, diversity was crucial not just among faculty members, students, and staff, but among individuals at the highest levels at Northeastern. Scarborough, named vice president for cooperative education in May 1991,

was the first woman in the university's history ever appointed to that rank. Another woman, Karen Rigg, was named vice president for student affairs in September 1992. That same month, George Harris, an African-American, became vice president for information services and only the second African-American to achieve that rank. Pendergast was appointed vice president for human resources management in June 1993. Other senior administrators included several women and people of color: Daryl Hellman, executive vice provost; Willie Rodriguez, Curry's special assistant for Latino affairs; and Holly Carter, special assistant to Curry on the Tobin School project.

On the faculty side, major efforts were undertaken to draw more people of color to Northeastern. Beginning in 1989, a special fund was established to provide hundreds of thousands of dollars each year to help recruit and retain minority faculty members.¹⁵ Thanks to the fund, the number of African-American and Hispanic-Latino faculty members jumped from 29 in 1990 to 49 in 1996.¹⁶

At times, some members of Northeastern's minority community expressed frustration with the university's difficulty in finding and keeping new faculty members, and with the lack of career paths for administrators. One school official told the *Northeastern Voice* in May 1993, "If you come to Northeastern as a black person, you'd better like what you're doing, because you may be doing it for the rest of your life."¹⁷

At the same time, however, most African-American faculty and staff interviewed by the *Voice* felt that Curry was committed to improving the situation. David Hall, a law professor at the time who went on to be named dean of the law school and, later, provost of the university, told the *Voice*, "I think the university is committed on the theoretical and policy level to have an inclusive and diverse university. The challenge is to take that policy and to make it happen in a very practical and consistent way."¹⁸

One area of notable success was in the psychology department, where chair Leon Kamin aimed for the long-term goal of a national increase in the number of minority faculty members by creating opportunities for minority students in his department. In 1989, he set up a summer research apprentice program for undergraduates that allowed them to do graduate-level research with Northeastern psychology professors for eight weeks.¹⁹ He also actively recruited minority graduate students to Northeastern by waging an aggressive mailing campaign, allowing prospective students to call the university collect with questions, offering all-expenses-paid trips to visit the university, and arranging for them to meet personally with faculty members in psychology as well as African-American studies. The effort paid off: In 1989–90, the first

year of Kamin's initiative, 4 minority graduate students in psychology enrolled at Northeastern. The second year, 6 out of 28 graduate psychology students were minorities.²⁰

Northeastern's push for diversity played out in other ways as well, coinciding with increased national awareness of the need to ensure more comfortable work environments for many different kinds of people. For example, in 1990, the university revised its procedures for filing grievances regarding sexual harassment, and the following year formed a sexual harassment network of faculty members, staff, and students to discuss individuals' questions or complaints and to provide information and referrals. Managers underwent training about what constituted sexual harassment or a hostile work environment. The university also offered workshops about how to address AIDS in the workplace.

Northeastern greatly improved the work situation for gay and lesbian employees when, in 1993, the Board of Trustees approved the extension of health care and tuition benefits for their long-term partners, becoming one of just a handful of universities to have done so.²¹ Pendergast, who oversaw the incorporation of that policy as vice president for human resources management, recalls that it was controversial partly because of concerns that it would inordinately increase the university's health care costs, and partly because some opposed it from a social policy standpoint. But it was "absolutely true," Pendergast says, "that Jack Curry took a strong advocacy role in implementing the policy because it was the right thing to do."

When it came to hiring outside contractors, Curry urged that minority-owned firms be chosen whenever possible. A minority business enterprise program, directed by vice president for business John Martin, increased minority-owned business participation at Northeastern by 63 percent, largely by building on existing business relationships to create established business partners with the university.²² The successful effort prompted outside recognition for the university: the city of Boston praised Northeastern's success in hiring women and people of color for the Snell Library project and, three years after Curry's departure, the university was given the prestigious Black & White Boston Award for minority business development.²³

In 1990, the university's Center for the Study of Sport and Society launched Project Teamwork, an undertaking funded by the Reebok Corporation that would send former professional athletes to schools in Massachusetts and elsewhere to speak out against prejudice.²⁴

Also, in an important symbolic move, Northeastern named two of its campus buildings for prominent African-Americans who had died: in 1992,

the African-American Institute was named for former vice president of student affairs O'Bryant,²⁵ and the following year the residence hall at 157 and 163 Hemenway Street was named for former trustee and Northeastern graduate Kenneth Loftman.²⁶

Various student constituencies also benefited greatly from the administration's focus on diversity. For example, as Northeastern's Latino student population grew and the Latin American Student Organization (LASO) became more prominent, Curry approved a number of moves to enhance the campus climate for these students. On his watch, the university established a new Latino cultural center in September 1995; the provost's office approved a new program in Latino, Latin American, and Caribbean studies;²⁷ annual, full-tuition scholarships were created for eight Latino students;²⁸ Rodriguez, a former co-op coordinator who went on to help coordinate, then direct the university's Latino studies program, became Curry's special assistant for Latino affairs;²⁹ additional Latino faculty members were appointed and more Latino-related library books were purchased; and Latino staff were hired to work in admissions and financial aid.

At one point, Latino students got upset about the firing of a tenured Latino professor who had misused university funds. But throughout the controversy, Curry and LASO members continued to meet, even when discussions became tense. "These weren't always pleasant meetings, but the fact that we were going through these exchanges meant that there was mutual respect between us," recalls Curry. Terry Mena, a LASO member who later was named assistant director of the Latino Cultural Center, recalls the situation as "touchy," but adds that, ultimately, the students viewed Curry as an ally, so they respected his decision on the matter.

Curry also gets credit from Ruth Bork, assistant dean and director of Northeastern's Disability Resource Center, for helping nurture the growth of services for students with disabilities. Curry had been involved in this area since the late 1970s, when he was vice president for administration and President Ryder gave him oversight of the new Office of Services for the Handicapped, later to be renamed the Disability Resource Center. Throughout the 1970s and 1980s, and continuing through his presidency, Curry endeavored to improve access and services for students with disabilities. Elevators were updated, ramps were added, a new program for learning disabled students was initiated, and services for deaf and blind students were enhanced. Northeastern came to be known as an exceptionally supportive place for students with disabilities, ranking in the top 10 percent of such schools nationwide, says Bork. Consequently, enrollments of students with disabilities increased dramatically.

Between 1986–87 and 1994–95, the number of such students at Northeastern rose from 102 to 555, a more than fivefold increase.³⁰

Curry's diversity agenda was promulgated among students as well, starting from the time they arrived at Northeastern and continuing throughout their college careers. Diversity was raised as a topic at orientation; charismatic speaker Maya Angelou was invited to campus several times to spread a message of tolerance among students; and residence hall programs touched on diversity topics. At graduation, students also witnessed Northeastern award honorary degrees to a diverse group of prominent individuals, including the Reverend Leon Sullivan, who promoted economic development for the poor and developed the Sullivan Principles to guide the conduct of companies operating in South Africa under the apartheid system; and Rachel Robinson, widow of baseball great Jackie Robinson and founder and chair of the Jackie Robinson Foundation, which awards college scholarships to minority teens.

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On occasion, Curry's emphasis on diversity and his tolerance for open debate on campus resulted in controversy. The most prominent of such incidents involved Leonard Jeffries, chair of black studies at City College of New York, who was invited to Northeastern in early 1995 by Haitian Student Unity, a campus group. In past speeches, Jeffries had accused Jews of financing the slave trade and charged that Jews and the Mafia had conspired to denigrate African-Americans in the movies. He had also hinted at conspiracies regarding the spread of AIDS and had pointed to male Jewish professors at City College as being members of a secret society.³¹

Although Curry found Jeffries's views deplorable, he felt Jeffries should have the right to speak on campus at the invitation of a student group. But Curry was also anything but quiet regarding his opinion of Jeffries. Indeed, he decided to blast Jeffries, quite publicly, in community memos, in campus newspapers, and even in the *Boston Globe*.

"The bigoted views of Leonard Jeffries . . . are offensive and despicable," Curry wrote in the *Globe*. But he also defended Jeffries's right to air his views. "Despite the shoddy scholarship, perverse views, and ideological bias of his speeches and writings, Jeffries has a clear right to speak and be heard," Curry wrote. "Where, if not at the university, is the appropriate forum for airing and refuting bigoted and hateful views? The way to fight speech is with more speech, not with repression, censorship, or disregard."³² And Curry vowed in a campus memo that he would set up an alternative forum at which Jeffries's views could be "exposed, disputed, and corrected."³³

Thus began a nasty war of words between Curry and Jeffries. Jeffries did accept the invitation from Haitian Student Unity to speak in mid-February. But before he arrived, he accused Curry of misrepresenting his ideas and attempting to stifle open debate on campus.³⁴ “He’s made a blind, violent attack [on my works],” Jeffries told the *Northeastern Voice* in a telephone interview. “He’s chilling my right to speak.” Curry shot back: “He’s speaking here, isn’t he?”

Haitian Student Unity wasn’t pleased, and met with Curry to complain that he had bypassed them by criticizing Jeffries’s views in public. On the other end of the spectrum, an English professor, Arthur Weitzman, wrote an opinion piece in the *Northeastern Voice* castigating Curry’s decision to allow Jeffries to speak, calling Jeffries a “nasty piece of work.”³⁵

When Jeffries finally did give his speech, he used the occasion to attack Curry for his high salary and accused him of being part of a system of white supremacy that oppresses African-Americans and women.³⁶ Curry said later that he wasn’t bothered by the personal attacks. “Presidents are used to the slings and arrows,” he said. “Our students had the opportunity to hear the speech and form their own judgment. That’s what this university is all about.”

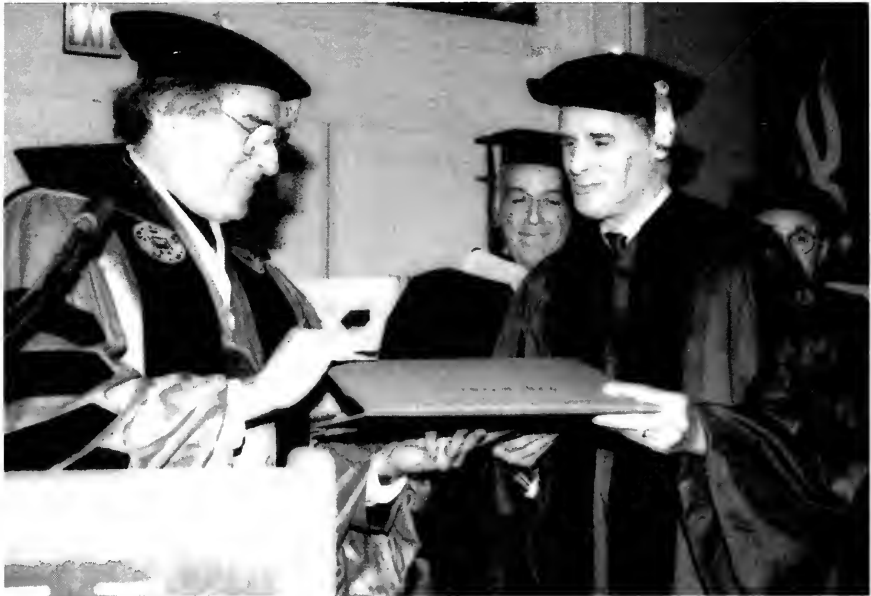
Open debate also surfaced across campus when a civil engineering professor, Peter Furth, wrote an opinion piece in the *Northeastern Voice* criticizing a university plan to recruit openly gay and lesbian individuals.³⁷ Furth’s piece generated more letters to the *Voice* than had ever before been received. Most were harshly critical of Furth’s views. But, as Scarborough said at the time, “These issues need to be talked about and they need open dialogue. That’s precisely when universities are at their best.”

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During Curry’s presidency, the campus’s level of tolerance for different kinds of people had improved to the point where several groups had public celebrations of the gains they’d made. In May 1992, campus women celebrated the 10-year anniversary of the women’s studies program as well as the achievements of women faculty and administrators;³⁸ and, in June 1994, gays and lesbians marked their own decade of advancement at Northeastern.³⁹ Provost Michael Baer offered a telling comment at the time. “I like being in a community where everyone can feel comfortable just being who they are,” he said.

Curry himself was accorded ample recognition for his work on diversity. In March 1993, Curry received the American Jewish Committee’s Institute of Human Relations Award before an audience of more than 400. Hebrew

College gave Curry an honorary degree in 1994, largely for his leadership in combating discrimination. In 1996, Curry received the Humanitarian Award from the National Conference of Christians and Jews. Curry also was given the Hecht-Shaw award in 1992 from the Lena Park Community Development Corporation, for his efforts to improve the quality of urban life in Boston; and a 1996 award from the Fenway Community Health Center, which focuses on catering to the health needs of gays and lesbians, honoring Northeastern's



In 1994, Hebrew College gave President Curry an honorary degree for his leadership in combating discrimination. Here, Hebrew College president David Gordis (left) presents the degree.

long-standing relationship with the center, including monetary donations and volunteer work from students.⁴⁰

Curry was also honored by his colleagues on campus. Just before he left Northeastern in August 1996, African-American and Latino students presented him with plaques for his efforts to promote diversity, and the entire community of minority groups gave him a sculpture titled *A Family Circle of Friends*, depicting different kinds of people embracing.

Trustee Edward Owens deems Curry “the founder of diversity” at Northeastern. Human resource management’s Pendergast says that “Jack created a climate where people from different backgrounds and different communities could come and flourish, advance, and be recognized.” And when

Curry gave his last speech to the university's corporation in June 1996, he told them that, more than anything, he was proud of how he'd helped foster diversity on campus.

"If I could choose but one hallmark of my administration to endure," he told the group, "it would be the atmosphere of harmony, diversity, and tolerance that we have created on this campus."⁴¹ He added, "I want more than anything else for this university to remain a place where a person's religion, ethnic and national origin, skin color, gender, and sexual identity are sources of pride, not spots of contention."

For Scarborough, that message from Curry was truly heartfelt. "Even though I don't think he necessarily came to [promoting diversity] the way a lot of academics do, from an intellectual point of view," she says, "he lived it. It was in his gut. And in his gut, fairness and giving people a chance were really what he was about."

President Curry poses on the steps of the Capitol Building. During his presidency, Curry played an active role in federal, state, and local politics.



Forging New Links with Neighbors Near and Far

IN JUNE 1989, one month before Jack Curry became president of Northeastern, the university was sued by its closest neighbors. Several community groups in the Fenway neighborhood, as well as three abutters of the university's so-called Opera lot at the corner of Huntington Avenue and Forsyth Street, filed suit to try to stop Northeastern from building a 700-bed residence hall on that site.¹

The lawsuit was the culmination of years of frustration on the part of neighborhood residents, who had become increasingly distressed through the 1980s as increasing numbers of Northeastern students moved into the Fenway, contributing to rising rental costs and, even worse, causing rowdy disturbances at loud parties and on the streets. Neighbors were also distrustful of Northeastern because, they charged, the university had reneged on an agreement it had made in the late 1970s to stop buying property in the Fenway and to seek community approval for any expansion.²

But just two years after Curry became president, the relationship between Northeastern and its Fenway neighbors had noticeably improved. "The walls started to come down," recalls Thomas Keady, who had been Northeastern's director of city relations since 1987, and whom Curry would name in June 1991 to direct all government relations—city, state, and federal. "Community people started to look at us more as a partner than an adversary," Keady says.

The change occurred because Northeastern had begun to listen more closely to the concerns of Fenway residents and to actively address them. Such efforts were symbolic of the university's broader goal of nurturing fruitful relationships with other community groups, as well as with city, state, and federal officials, becoming a more vigorous player in each arena. Under Curry,

the university stepped up its overall government relations agenda. Besides improving relations with its Fenway neighbors, Northeastern became more heavily engaged with the Boston schools; worked to boost economic development in Lower Roxbury to its south; and focused on political issues that impacted Northeastern as well as the city, state, and nation. And, as Curry's presidency matured, he became increasingly effective in the public arena, cultivating important political relationships and serving as an eloquent spokesman for Northeastern and for higher education.

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Curry's choice of Keady as director of government relations in 1991 did much to engender good will between Northeastern and its immediate neighbors and to develop working relationships with city, state, and federal officials. Keady, who before coming to Northeastern had served on the staff of Boston City Councilor Michael McCormack, quickly gained a reputation as a hardworking, no-nonsense administrator who kept his word and who had Curry's full support. Even at the national level, where Keady had the least experience, he quickly became known to and liked by several prominent Democrats, to the point where, in the mid-1990s, he would become a political "advance man" for President Clinton, Vice President Al Gore, and Senator Edward Kennedy, helping coordinate logistics for their visits to Massachusetts.

In 1989, when Curry asked Keady for advice about how to handle the Fenway situation, Keady recommended that the university take a more proactive stance with its Fenway neighbors. "I think we should start taking responsibility for what our kids are doing in the Fenway," Keady told Curry. "And we've got to hear out the people in the neighborhood. It won't be easy, but we should do it."

And so, one evening in late fall 1989, Keady and Curry went to the home of Richard and Vicki Galler on St. Stephens Street. Richard Galler was president of Symphony United Neighbors, one of the groups that had sued Northeastern in anger over the university's failure to control the behavior of its off-campus students. Also present were about 20 other people, all of whom had something to say about what it was like to be a neighbor to Northeastern. It was the first time a Northeastern president had met antagonistic neighbors on their own turf.

Residents raised all the issues that bothered them: the keg parties, the loud music, the public drunkenness. What happened next, Keady says, was also a first—Curry apologized. And Curry urged residents to bring any and all

concerns to Keady, assuring them that Keady would refer those problems directly to his attention. “After about two hours, all of the negativism, all of the acrimony, all of the bad feeling that had been there for years started to go away,” Keady recalls. “It was a huge start in improving relations.”

“Jack Curry reached out and embraced the community,” recalls Galler. “It took a good few years before the heavy curtain of mistrust began to lift, but he certainly made enormous strides in bringing about a hundred-and-eighty degree change in the relationship between the school and the community.”

After the meeting at the Gallers’ condo, Keady got to work to ease the sometimes-raucous student behavior on the streets of the Fenway. He walked the streets himself on Friday and Saturday nights to assess the level of rowdiness. He talked with people in the neighborhood, like Scott Ashley, who was also out walking to monitor the situation from the community perspective. Later, Keady hired Ashley as a community liaison, and Curry charged a committee including residential life director Ronald Martel, university counsel William Hulsey, and others to craft a stricter student behavior code for Northeastern, with stiffer sanctions for misbehavior. The university also set up joint neighborhood patrols with the Boston police; pushed several local eateries to shut their doors earlier on weekend nights; and, perhaps most important, helped convince Boston’s Alcoholic Beverages Control Commission to revoke the transportation license of the largest supplier of kegs to students living in the Fenway.

Throughout 1991, Keady spent hours upon hours trying to reach an out-of-court settlement with the groups and individuals who had sued the university.³ The case, originally scheduled to come to trial in March of that year, was continued to June, then to September. At that point, Northeastern dropped its plans for the new apartment complex, not only because the university’s enrollments had fallen sharply but also to demonstrate good will toward the Fenway neighborhood. Furthermore, the administration decided that future student housing would be located on the west side of campus.

Thus, the lawsuit became moot.⁴ But even before that, as early as February 1991, neighbors—while still skeptical of Northeastern—acknowledged that student rowdiness had abated and they expressed their approval of the university’s efforts to quell disturbances.⁵

Galler credits Curry’s designation of Keady as his emissary, noting that Keady is someone “whose word is a bond—a rarity today.” Of Curry, Galler says, “He deserves the highest level of credit for doing what he did. He saw the merits of trying to establish good relations between the surrounding

neighborhood and the university.” The much-improved relations with the Fenway neighbors would prove beneficial later on; when the university announced plans in early 1993 to build a recreation center on the Opera lot, the neighbors allowed that work to proceed without opposition.

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Northeastern was especially effective during the Curry era in its efforts to strengthen ties with and to provide volunteer services to the Boston public schools.

James Fraser, who directed Northeastern’s new Center for Innovation in Urban Education as of 1994 and who would later become dean of a new School of Education after Curry retired, puts it this way: “During the Curry presidency, Northeastern emerged as the university providing the most to the Boston public schools in terms of scholarships, direct support, and faculty volunteering time.”

The figures bear out Fraser’s assertion. In fiscal year 1993–94, Curry’s fourth year as president, a study by the urban education center found that Northeastern’s in-kind contributions to the Boston schools, in the form of scholarships, pro bono work, and grants, stood at nearly \$23 million. By fiscal year 1995–96, that figure had jumped to \$29 million.⁶ Northeastern supported a wide variety of projects in the schools, collaborating with students, teachers, and parents on projects such as mentoring students from Mission Hill’s Maurice J. Tobin elementary school, helping restructure high school science and math curricula, and introducing students to health careers.

The university’s strong connection to the Boston public schools goes back as far as 1965, when U.S. District Court Judge W. Arthur Garrity ordered 21 greater Boston colleges and universities to help implement Boston’s school desegregation plan.⁷ That involvement led to the creation, in 1976, of an office at Northeastern called the Urban Schools Collaborative, led by Gregory Coffin and later by Paula Clark, which sought to work with and help improve the public schools on an ongoing basis.

By the time Curry took over the presidency, the number of Northeastern-run programs in the Boston schools had mushroomed, so, by 1993, the decision was made to establish the Center for Innovation in Urban Education to serve as a clearinghouse of ideas for schools, businesses, and government agencies in Boston as well as across the state and nation.⁸ “That it was created to coordinate the many services in Boston and to link them more closely to the academic mission of the university was a very important step,” says Fraser.

One of the most significant—and certainly the most publicized—efforts to help Boston students was Northeastern’s Tobin Scholars Program. Curry announced the initiative at his December 1989 inauguration, pledging to “adopt” and mentor 100 Boston schoolchildren who, if they graduated from high school and qualified for admission to Northeastern, would be granted full-tuition scholarships.⁹ Two years later, under a program led by Holly Carter, special assistant to Curry, and with help from Lara Ramey Thomas, an assistant



Students at Mission Hill’s Maurice J. Tobin School wave the “tickets to success” given to them by Northeastern; the children were promised full-tuition scholarships to the university if they graduated from high school and qualified for admission.

for the program, Northeastern mentors began working with the first group of children: 22 sixth graders from the Tobin School in Mission Hill.

Throughout the youngsters’ junior high and high school years, Northeastern volunteers met with them regularly for mentoring, tutoring, career counseling, leadership development, community service, and family enrichment. Two more Tobin sixth-grade classes were brought into the fold, in 1994 and 1997, bringing the total number of children in the program to 107.¹⁰ Students from the first Tobin group would go on to become Northeastern freshmen in September 1998.

The Tobin School’s principal, Janet Short, was always enthusiastic about the program and about Curry’s commitment to the children. “He has

given our Tobin Scholars hope and a jump-start on life,” she says. “I know of no other president of a college or university who would personally show such care and concern for the neighbors of such a large institution.”

Many of the Tobin Scholars themselves also highly appreciated the initiative. In December 1996, eighth-grader Maseresha Demes told the *Boston Globe* that the program “means a lot to me. [It] keeps me focused.” And surveys taken at the Tobin School showed that the scholarship program led to better attendance, less tardiness, and higher grades.¹¹



Mayor Thomas Menino delivers his State of the City address at Northeastern in 1995.

Another project to help the Boston schools came in the form of a \$5 million grant from the National Science Foundation, awarded to David Blackman, an assistant engineering dean, to fund an initiative aimed at improving math and science teaching for minority schoolchildren in Boston.

Curry made it a point to provide scholarships for other Boston students as well. In December 1994, he announced that Northeastern would guarantee scholarships to certain Boston students—partial scholarships for those graduating from high school with a B average or better, and full scholarships for those graduating in the top 5 percent of their class and scoring 1150 or higher on the Scholastic Aptitude Test.¹² The pledge, Curry said, responded to a challenge from Boston Mayor Thomas Menino to the area’s colleges and universities to give all qualified city students a chance to attend college. As a way of thanking Northeastern, Menino chose to give his 1995 State of the City address in the university’s Blackman Auditorium.

“Jack Curry saw well past the school’s property line,” says Menino, “and into the communities that were affected by his decisions. He worked consistently and cooperatively with my administration by supporting efforts to improve the quality of life for both the students and residents. Northeastern University generously reached out to Boston students with financial assistance and full tuition to the school. The investment in the lives of those children is Jack Curry’s legacy.”

Northeastern also built up political capital with the city by volunteering to oversee a study of the financial management of the Boston public schools in 1991, with the goal of finding ways to cut expenses.¹³ Although Mayor Raymond Flynn initially favored Boston University, the school committee rejected that idea, saying that BU president John Silber had been too critical of the city's schools and could not conduct a fair review. Silber wasn't happy about Northeastern being chosen over his school, even suggesting a conflict of interest on the university's part because school committee chair John O'Bryant was also Northeastern's vice president for student affairs. But Curry defended Northeastern's qualifications. "I don't see any reason why we have to take a back seat to BU or BC or anyone else in terms of doing this study," he said at the time. "There's no university in the city that could do a better job."¹⁴

Curry put senior vice president and treasurer Robert Culver in charge of the study, based on his previous experience of performing consulting work for the schools when he worked at Coopers and Lybrand. Culver, in turn, was assisted by a 20-member team including Clark of the Urban Schools Collaborative, Northeastern faculty members from business, political science, and education, and experts from public school systems around the state. Northeastern's 200-page report, issued in July 1991, detailed more than 50 recommendations for improvement, all focused on rendering management of the schools more efficient.¹⁵

Culver's involvement in the study led to his being appointed by Flynn in January 1992 to Boston's new school committee after the elected committee was disbanded.¹⁶ Serving as head of the committee's powerful administration and finance subcommittee, Culver helped the schools manage to achieve a balanced budget—the first in many years—as well as aided in crafting a new teachers' contract.

Northeastern's efforts on the study and the school committee gave the university standing in the community as an "intellectual participant," Culver says. "It allowed us to be seen as an institution that could bring about positive change."

Northeastern was also recognized for Curry's personal involvement in supporting the cause of public education, most notably through his active role as a trustee of the Boston Plan for Excellence, a foundation aimed at raising scholarship dollars and collaborating with the public schools to improve education. Through his work on the plan, Curry maintained substantial contact with financial, corporate, civic, and community leaders from Boston. Ellen Guiney, executive director of the organization since 1995, credits Curry with

helping the Boston Plan redirect its focus from running small programs for teachers to tackling the Boston public schools' more systemic issues. Curry chaired a committee that assisted in gauging individual schools' readiness to address such issues. "He did a wonderful job," says Guiney. "He led a group of people who made site visits to schools and he kept it very fair and objective. He was a very good leader."

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Beyond cooperating with the Boston public schools, Northeastern engaged in a number of local projects benefiting the city as well as the university.

Says Culver, "Jack understood the need to be able to work with and improve the city, and that we could only improve if the city improved. Working to address both institutional needs and community needs to realize our unique goals was what it was all about."

In addition to thawing icy relations with neighbors in the Fenway, the university extended other efforts to improve conditions in that area. Most notably, Northeastern was heavily involved with the Boston-Fenway Program (later renamed the Fenway Alliance), a consortium of 13 cultural and educational institutions focused on improving conditions along the Fenway's main thoroughfares, Huntington Avenue and Massachusetts Avenue. With Curry as chair, vice president for business John Martin as treasurer and a key committee member, and James Lydon as executive director, the organization succeeded in convincing the city of Boston to create a "Fenway cultural district" and to contribute \$400,000 in planning funds to transform Huntington Avenue into a more appealing, pedestrian-friendly boulevard, as well as to highlight its cultural and educational institutions.¹⁷ Securing funds from the city—along with lobbying from Curry, Martin, and James Kerasiotes, then-chair of the Massachusetts Bay Transportation Authority—helped the group to convince the state to pledge about \$9 million to revitalize Huntington Avenue from Massachusetts Avenue to Brigham Circle. Enhancements to that section of Huntington Avenue, designated "Avenue of the Arts" by the city, included sidewalk widening and resurfacing, landscape improvements, tree planting, new traffic signals, acorn streetlights, new MBTA shelters, and better signage.¹⁸ A traffic island near the corner of Huntington Avenue and Gainsborough Street, for example, was transformed from a concrete triangle into a green space filled with trees, flowers, and flags. The Boston-Fenway group also worked to beautify the neighborhood and upgrade other major roadways near Northeastern, including Ruggles Street, Tremont Street, Columbus Avenue, and Melnea Cass Boulevard.¹⁹

Under Curry, Northeastern sustained its long-standing commitment to the Fenway Community Health Center by donating \$25,000 a year to underpin the work of the center in providing medical care as well as mental health and additional services to New England's gay and lesbian community.²⁰ Northeastern also contributed to a holiday toy drive and hosted an annual community Thanksgiving dinner for the Little Brothers—Friends of the Elderly. The university's engagement with the community extended even further; in wintertime, the university plowed local streets and repaired a malfunctioning heating system at St. Anne's Catholic Church on St. Stephens Street.

On the south side of campus, across the train tracks in Lower Roxbury, Northeastern stepped up its involvement with local groups and with development projects that held the potential to benefit both the community and the university.

One such project—a city plan to develop the so-called Parcel 18, a tract of land just south of the Ruggles train station—began during the Ryder administration. At that time, the city had linked the development of Parcel 18 with an undeveloped downtown Boston parcel, so as to spur interest in the Roxbury site. After many years of discussion by the Parcel 18+ Task Force, which included representatives from Northeastern, the community, and the city, construction on the first of four planned structures began in 1992. In April 1994, the Registry of Motor Vehicles moved in, only to vacate the site a year later after scores of employees complained of health problems brought on by the building itself.²¹ After a \$6 million renovation, Northeastern bought the building and three nearby parcels for \$17 million.²²

Down the street from Parcel 18, a university-owned building at 716 Columbus Avenue was completely refurbished. Since 1984, when Northeastern bought the property, the former cigar factory had been leased out or used for storage. But in the early 1990s, as Northeastern moved to rid itself of expensive leases and to consolidate offices in university-owned buildings, the decision was made to rehab 716 Columbus Avenue.²³ Completed in 1994, the \$6.2 million renovation provided comfortable new space for numerous university administrative departments as well as adding to the lustre of the neighborhood. Initially, the move had been resisted by some administrators who had safety concerns about the area. But Curry persisted with the plan, which he felt was important not just for space reasons but because it indicated the university's desire to locate one of its important administration buildings in an area that, in the past, had been both physically and symbolically cut off from Northeastern because it was “on the other side of the tracks” and home to a lower-income, minority population.

Across the street from 716 Columbus Avenue, Northeastern had pushed for yet another development in the late 1980s and early 1990s—a track and recreation center to be built by the state, but maintained and operated by the university. The plan emerged as the state was looking to construct a track for its high school athletes—coaches had been lobbying for such a track since the mid-1950s—and Northeastern was interested in a recreation center for its students. Northeastern officials hoped that the building could be shared by the university, the high schools, and members of the local community. The project almost went through, with university counsel Vincent Lembo working hard for its approval, but it ultimately failed to materialize after former Governor Michael Dukakis, who had supported the plan, left office in January 1991 and Governor William Weld stepped in. Less enthusiastic about the Northeastern plan, Weld later approved construction of a high school track just down the road on Tremont Street, near Roxbury Community College; that track would eventually be named for Northeastern's greatest athlete, hoop star Reggie Lewis, who died in summer 1993.

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Beyond its immediate neighborhood, Northeastern was involved in other projects that produced benefits for all parts of the city.

In April 1993, Northeastern formed a partnership with City Year, a Boston-based urban peace corps, to provide scholarships to qualified students in the program.²⁴ At that time, Northeastern also cosponsored a federal grant proposal with City Year to begin a summer youth service program. In May, the White House chose Northeastern and City Year for the \$380,000 grant.²⁵ Part of President Clinton's national service initiative, the grant enabled Northeastern and City Year to create summer jobs for 75 young adults in Boston and Chelsea. In summer 1993, the youths worked at camps, promoted vaccinations and health checkups for city families, participated in a rehab project to restore an abandoned site in Roxbury, and helped in a city-wide cleanup program.

Northeastern also partnered with Mayor Flynn and the Boston Bar Association in 1990 to sponsor the Mayor's Youth Leadership Corps, a program to identify and support urban youths who showed leadership potential in school activities, community work, or athletics.²⁶

Many of Northeastern's colleges—including Bouvé, business, engineering, and nursing—also sponsored ongoing programs with the city. The criminal justice college worked closely with the Boston Police Department on

a number of issues. Faculty members from the college, including John McDevitt and dean James Fox, cooperated with the police in developing a strategic plan, advised on hate crime issues, and conducted research for the department when it overhauled management practices after negative publicity about police misconduct. Beyond that, the college's affiliation with the Justice George Lewis Ruffin Society continued to build bridges between the minority community and criminal justice professionals and helped to promote the advancement of minorities in the criminal justice field.

Northeastern also made it a point during the Curry years to open the doors of its facilities to community and city groups. Matthews Arena, for example, hosted Boston's high school hockey league as well as community skating and local graduation ceremonies.

The city, in turn, demonstrated its appreciation for Northeastern on several occasions. In September 1992, the university—chastised as one of the city's "worst neighbors" in 1990, mostly because of litter problems surrounding its buildings—was saluted as the "most improved neighbor" after it embarked on an aggressive cleanup campaign.²⁷ Ed Burke, director of the Mayor's Office of Neighborhood Services, said of Northeastern at the time, "It shows they're paying attention to our concerns, that the institution is part of the community." Just two months later, Northeastern was named the city's best non-profit institution for its many financial and personal contributions to Boston.²⁸ Curry was delighted. Keady's response at the time: "The president's philosophy is, 'Let's do what we can for the city. We're a part of this city and we want to be an active participant.'"

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The university deepened its involvement in state politics as well, largely through Curry's speaking out on issues important to the future of Northeastern and other higher education institutions.

Curry worked particularly hard, not only as president of Northeastern but also as chairman of the Association of Independent Colleges and Universities of Massachusetts in the early 1990s, to bolster flagging levels of state financial aid for students. After student aid dropped from a high of \$84 million in 1989 to \$35 million in 1992, Curry lobbied tirelessly and very publicly to bring the levels back up.²⁹ His efforts bore fruit when aid was boosted to \$61 million. "Jack was very good at lobbying," recalls Clare Cotton, president of the association. "He perceived that it was a vital interest of Northeastern to increase student aid levels, and it helped everybody else along the way."

Curry also fought a 1993 proposed excise tax on colleges and universities, the brainchild of Mayor Flynn and two state legislators. In spite of his need to maintain good relations with the mayor, Curry wrote an editorial in the *Boston Globe* criticizing the claim of city officials that nonprofits use municipal services without paying for them, noting that at Northeastern, as at most universities, “we sweep our own streets, shovel our own snow, pick up our own garbage, police our own grounds and our neighborhood, and even provide our

own ambulance service.”³⁰ Curry went on to enumerate the many ways that Northeastern offered support and services to the city, and challenged the mayor to create more fruitful alliances with colleges and universities. Curry expressed similar points at a State House hearing on the proposed tax. “I feel that Jack’s testimony is what killed the bill,” says Keady.

Curry got involved with the statewide education reform effort in 1994; he was named by colleagues at the Association of Independent Colleges and Universities of Massachusetts as their representative to Governor Weld’s Education Reform Committee, a group of public school educators, college administrators, and businesspeople charged with overseeing the state’s massive investment in turning around its public schools. And when



Massachusetts governor William Weld delivers the keynote address at Northeastern’s 1995 commencement ceremony at the Boston Garden.

the state debated the merits of creating standardized tests to measure a so-called core of learning, Curry, again in a *Boston Globe* opinion piece, publicly criticized the proposal—although many of his colleagues were speaking out in favor of the measure—warning that it was unfair to measure student success against a rigid set of standards and that statewide examinations would compel teachers to “teach to the test.”³¹

Curry was especially proud of the fact that he and other Northeastern officials nurtured a good relationship with Governor Weld, even though Weld, a Republican, had eyed the university warily at first for its long-standing relationships with high-level Democrats. Indeed, relations were so cordial that

Weld agreed to give the 1995 commencement address to Northeastern graduates and appointed Curry, on his retirement, to the Massport board of directors.

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At the federal level, Curry was actively engaged on several fronts, fighting for legislation and funding to benefit Northeastern and other private colleges and universities. Part of Curry's clout derived from his leadership role with the National Association of Independent Colleges and Universities (NAICU). Chair of the organization's commission on campus concerns in 1992, Curry was elevated the following year to its board of directors and, ultimately, to its executive committee.³² "Jack was one of a half dozen major players on the national scene, influencing public policy questions," says David Warren, executive director of the national association.

In particular, Curry played a key role in protecting \$20 billion in federal financial aid that Congress tried to eliminate in 1995. "Jack came down, he spoke, he wrote, he connected with his members of Congress, and he helped mobilize the Northeastern campus for call-ins," says Warren. "It had a profound grassroots impact."

Curry was also "absolutely instrumental," says Warren, in thwarting an attempt by Congress in 1992 to establish what some thought would have been an intrusive level of oversight into how Northeastern and other private colleges and universities handled their federal student aid funds. Because of the student loan crisis of the late 1980s, when the federal government faced billions of dollars in loan defaults, Congress considered establishing "state post-secondary review entities" that would have closely monitored how private institutions dealt with federal monies. The law did go into effect, but effective lobbying by Curry and other private higher education leaders whom he helped mobilize against the plan cooperated in seeing to it that money was never authorized to implement the plan.

Curry also did his part to convince Congress of the importance of preserving federal funds for academic research. In 1994, he was one of a delegation of college and university presidents from Massachusetts who traveled to Washington, D.C., at the request of Cotton, to testify against a bill that threatened to freeze reimbursements to higher education institutions for overhead costs associated with research, because a few universities had been found to have been abusing those monies. Moreover, Curry denounced the proposal in a *Boston Globe* editorial in May 1994. "Let's not make the mistake of punishing the innocent many for the sins of the guilty few," Curry wrote. "And more

important, let's not sidetrack the research that will keep our nation competitive in the future because a few schools got off track in the past. Spending money on research has to be recognized for what it is: not extravagant or wasteful spending but a prudent investment that will pay dividends in the economic health of our nation in the years ahead."³³

On other occasions, Curry articulated the importance of student financial aid and federal support for cooperative education. In November 1992, at NAICU's annual conference in Washington, D.C., Curry pushed federal officials to adopt new financial aid strategies, noting specifically the need to increase monies for Pell grants, the largest federal scholarship program for middle-income students.³⁴ And, in July 1991, Curry urged a House of Representatives subcommittee to expand federal programs for co-op.³⁵

Northeastern's biggest coup at the federal level was securing \$15 million in federal funds for the Egan engineering/science research center. It was the largest-ever Northeastern grant to come from Washington; previously, the university had won \$13.5 million for Snell Library in 1986.³⁶

Keady, who was instrumental in helping Northeastern win the federal funds, notes that Curry laid the groundwork in Washington shortly after he assumed the presidency, by traveling there with Keady to meet key members of the Massachusetts congressional delegation, including Representative Joseph Moakley, Senator Edward Kennedy, and Senator John Kerry. In Curry's first year as president, when the university started to seek a federal appropriation for the engineering/science center, Curry and Keady decided to showcase the building as benefiting not just Northeastern but Boston as well, by creating more local jobs in a tough economy as well as more opportunities for defense-related research. To underscore the advantages the building would bring to the city of Boston, Northeastern flew Boston Redevelopment Authority chief Steven Coyle, Boston City Councilor Michael McCormack, and local union carpenters to Washington to promote it.

Northeastern officials watched, waited, and strategized through three years of political maneuvering—the proposal moved from the Senate to the House of Representatives to a House-Senate conference committee—until the money was approved. Key to the university's success, says Keady, was backing from Kennedy and Moakley, as well as from lobbyists Christopher "Kip" O'Neill and Jay Urwitz, whom Curry had hired early in his presidency to be Northeastern's eyes and ears in Washington. The investment in their services paid off handsomely when the \$15 million check arrived.

Curry's personal relationship with Moakley also figured as a big plus, as was Moakley's friendship with Representative John Murtha of Pennsylva-

nia, who headed the defense appropriations subcommittee. Curry credits trustee chair George Matthews's own friendships with both Moakley and Murtha as playing a key role in Northeastern's efforts on Capitol Hill. "He traveled to Washington with me on a number of occasions and influenced the process," Curry recalls.

Funds for the Egan Center were approved in May 1993. The university's forceful presence on Capitol Hill to secure the Egan funds, Curry's public advocacy and congressional testimony on national higher education issues, the appearance of Barbara Bush as 1991 commencement speaker and her hosting of Curry at the White House to present him with a national landscaping award for Northeastern, as well as efforts by Curry and Keady to nurture relationships with federal legislators, had all contributed to Northeastern's standing and reputation in Washington. So the university was already starting from a strong position when it initiated its intense effort to persuade President Bill Clinton to speak at Northeastern in June 1993. That effort began as soon as Clinton was sworn in, in January 1993, and continued for several months—until the White House announced in early May that Clinton had chosen, from among hundreds of invitations from colleges and universities around the country, to speak at Northeastern's graduation. Said a jubilant Curry at the time: "It's a banner day for Northeastern, and most especially for the thousands of talented students who come to college here."³⁷



The Centennial Pathway, which winds from Centennial Common toward Snell Library (rear) and is bordered by the new classroom building (left) and the Egan Engineering/Science Research Center (right), highlights the transformation of the west side of the Northeastern campus.

A Campus Transformed

THROUGHOUT THE EARLY AND MID-1990S, the philosophy of “smaller but better” helped Northeastern navigate its way through turbulent economic times while improving the institution’s academic quality. But Jack Curry and other senior officials believed that boosting entrance requirements, establishing new programs, and hiring high-quality faculty members were not enough to keep the university afloat, let alone set it on a sound course for the future. Equally important, they felt—and inextricably tied to the goal of improving academics and making Northeastern more competitive—was creating a more workable and welcoming campus environment.

And so, early in his presidency, Curry led a group of top administrators—treasurer Robert Culver, vice president for business John Martin, and Charles Hallenborg, director of physical planning—in conjunction with local consultant Sasaki Associates, in reshaping the university’s master plan. Updated in 1991, 1993, and 1995, the plan called for open spaces and prominent gateways to give Northeastern a more significant presence in the city. The plan envisioned a host of new structures, cutting-edge research facilities, a recreation center, a modern classroom building, rehabilitation of the student center, extensive landscaping projects, high-quality classroom space, major building renovations, parking development, and additional student housing.¹

A tall order. But, in less than 10 years, the key recommendations of the master plan had been realized.² From the grand Snell Library—conceived during the Ryder era and completed during Curry’s first year as president—to the dramatic Marino Recreation and Fitness Center with its stunning, angled wall of glass, built in Curry’s last year, the Huntington Avenue campus was fundamentally transformed during Curry’s presidency.

Architecture professor Peter Serenyi described the transformation in an essay for a book called *Tradition and Innovation: Reflections on Northeastern University's First Century*, published by Northeastern in 1998 as part of its centennial celebration. Serenyi noted that Curry—in spite of dropping enrollments that forced drastic budget cuts, a hiring freeze, and staff layoffs—still moved forward with “unprecedented speed” on the creation of a warm, welcoming, modern campus. Serenyi summed up: “It was as if someone had waved a magic wand.”³

In just seven years' time, the university spent \$100 million—\$15 million a year—on four new buildings, eight major renovations, and a host of other infrastructure improvements. The new structures increased the campus's physical facilities by 10 percent. At the same time, the university embarked on a multimillion-dollar project to link all campus computers to one another and to databases around the world through a modern fiber-optic cable network. To create this data communications infrastructure to support Internet and intranet services and applications, the university purchased thousands of new computers for faculty and administrators and improved and expanded computer laboratories. The initiative placed Northeastern in the vanguard of universities in the technological and communications revolution. Further, the university invested heavily in upgrading research laboratories and constructing new ones.

It was not in Northeastern's nature to spend millions of dollars on new infrastructure at such a fast pace, particularly at a time when those dollars were becoming harder and harder to come by. In the past, university officials had proceeded cautiously when it came to spending, preferring instead to transfer any surpluses to the endowment or the plant improvement fund for small projects. They had moved ahead one building at a time and leased a number of older properties, particularly for classrooms and residence halls. So when the decision was made to commence a comprehensive building campaign during a recession, it was indeed a leap of faith for Northeastern.

But in Curry's mind, all the work was essential, in spite of the university's precarious budget situation, because Northeastern had to improve dramatically and visibly if it was to survive successfully into the next century. In keeping with his “smaller but better” philosophy, creating a beautiful, practical, and efficient campus of the future was a prerequisite to becoming “better.”

“While we were having difficulties with enrollments and budgets, we were still trying to invest in our future,” he explains. “We were never going to get applications and enrollments up, or solidify our position once again, with-

out a qualitative improvement in the environment as we moved from a commuter to a more residential population. We really needed to invest in things that resident students and commuters expected: an inviting student center, good eating facilities, recreational space, meeting space, improved residences, modern classrooms, park benches, and green space—all things that were being provided by the competition.”

Culver was a strong proponent of campus improvements and used his considerable creative energies to secure the money and means to make them happen. From the first day he came to campus, Culver sought ways to eliminate the “hard macadam, utilitarian feel” he perceived at Northeastern.

“During the early years of the Curry presidency,” Culver recalls, “we had declining enrollments, rising costs, and increasing competition from other schools for a shrinking pool of students. While we knew we had to address issues of class size, financial aid, and retention, it was also clear to me and the president that we would have to change the look and feel and overall physical experience of being at Northeastern University. Not only would we have to be smaller and better, but we would have to go from being a ‘hard’ campus to a ‘soft’ campus environment, one that invited you to enjoy your experience. As a result, we sought to establish, architecturally and structurally, a sense of place that incorporated both the urban environment as well as the students’ and faculty’s desire to feel and be safe as well as have a welcoming, aesthetic sense for the university. Without this, we knew that we would no longer be able to compete with the institutions that were now seeking to enroll our students.”

To pay for all the enhancements, Northeastern relied on a creative mix of borrowing through tax-exempt bonds, refinancing debt at lower interest rates, reallocating expenditures, increasing private contributions, eliminating costly leases, and aggressively pursuing government grants. When possible, the cost of new construction was offset by introducing revenue-producing operations, such as food services and conference centers. And, throughout Curry’s presidency, the university watched its money very carefully. “We truly were very cost-conscious in every construction effort we undertook,” says Culver. “We became experts in value engineering.”

Although the university did spend \$100 million on improvements, it was able to divide the costs into a series of manageable spending packages over the seven years of Curry’s presidency. Assistant treasurer Joseph Murphy took advantage of low interest rates to refinance the university’s debt, keeping annual payments stable while generating millions in spendable dollars. The

construction of new buildings also offered perfect opportunities for prominent alumni to make multimillion-dollar contributions to their alma mater—to give their money and their names—to structures bearing testament to the growing stature of Northeastern.

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Prior to Curry's tenure, the most intensive buildup of the campus occurred during the Knowles presidency. Between 1959 and 1975, the Huntington Avenue campus grew from 18 to 50 acres. Twelve new buildings were constructed and four branch campuses were opened. Knowles also oversaw extensive remodeling of existing facilities.⁴ Then, between 1989 and 1996, when Curry was president, structural improvements to campus came fast and furious once again. The most significant additions were Snell Library, the Egan Engineering/Science Research Center, the Marino Recreation and Fitness Center, the renovated student center, and the new classroom building.⁵

The library, the crowning achievement of the Ryder presidency, opened in 1990. The \$34 million structure boasted 240,000 square feet of space, shelf space for 1.5 million books, a \$1 million computerized catalog and circulation system, more than 100 personal computer workstations linked to the university-wide information network, and extensive media equipment and capabilities.⁶ The library was funded partly by a gift from alumnus George Snell, secured by Curry in his first year as president, partly by a \$13.5 million government grant, and partly through university reserves and fundraising.

The \$30 million Egan Engineering/Science Research Center, completed in 1996, provided a premier research facility for Northeastern and was clearly the cornerstone of Curry's building campaign. The state-of-the-art, 95,000-square-foot center included space for university engineers, physicists, chemists, and computer scientists working on topics ranging from robotics to signal processing to chipmaking to environmental cleanup. Richard Egan, a 1961 engineering graduate who, with his wife Maureen, gave \$6.7 million toward the building—at that time the largest-ever donation to Northeastern—said that he was “certain that an investment in Northeastern will pay dividends for many generations to come.”⁷ The remainder of the building's cost was funded by bonds and by a \$15 million federal grant, the largest-ever such grant to Northeastern.

A third grand building, the \$12 million, 81,000-square-foot Marino Recreation Center, opened in September 1996, thanks in part to a \$5.5 mil-

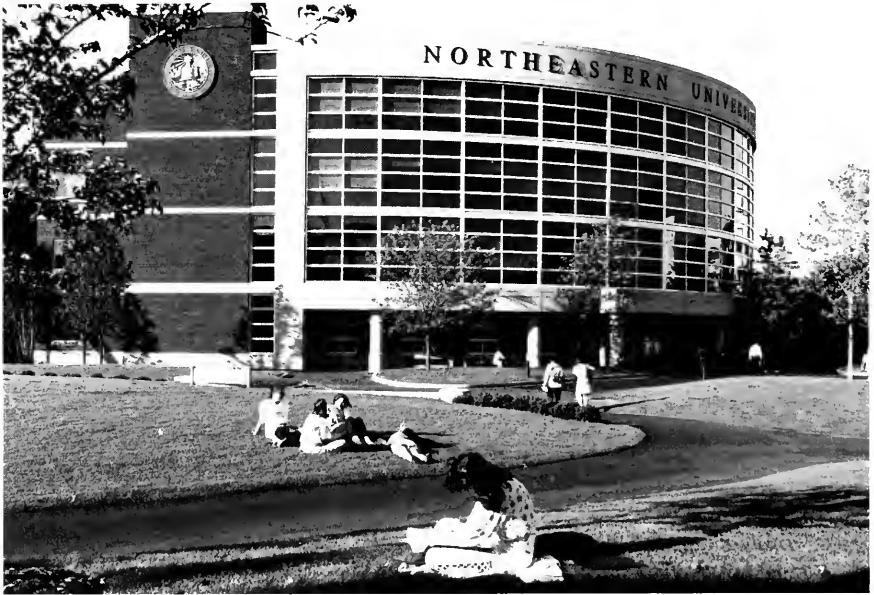
lion donation from 1961 engineering graduate Roger Marino and his wife Michelle.⁸ The three-story facility, with its eye-catching sweep of curved windows, created an impressive new gateway (and living billboard) for Northeastern at the corner of Huntington Avenue and Forsyth Street. The building featured a suspended track, basketball courts, exercise machines, free weights, aerobics areas, and revenue-producing cafés and stores on the ground floor.



The Maureen and Richard J. Egan Engineering/Science Research Center

A new \$8 million classroom building, finished in 1995, also incorporated a dramatic curved glass facade that dominated the east-west pathway through campus.⁹ The 56,000-square-foot structure housed 14 semicircular classrooms connected to the university network, so that faculty could “plug in” to media resources based at the library to offer computer-assisted lectures and demonstrations. The building also included a state-of-the-art multimedia center. “We can bring the world into these classrooms,” notes assistant history professor Gerald Herman, who, along with other faculty members, was deeply involved in the planning of the building. The completion of the classroom building enabled Northeastern to drop leased and inferior classroom space at both the YMCA and the Cotting School.

The university created dozens of other new, high-quality classrooms through renovation. The virtual total rebuilding of Dodge Hall was but the most visible example of imaginative recycling. Michael Baer, who served as provost during most of Curry's presidency, from 1990 through 1998, says the new buildings and the crucial classroom renovations made a noticeable difference to the academic operation. "When I arrived on campus in 1990," says Baer, "one of the major complaints of faculty was that they could not keep the



The new classroom building featured state-of-the-art computer and media capability.

attention of students in classrooms that were old, without adequate blackboards, and dirty because of constant use from early morning to late evening. By the time I left, we had dozens of new and renovated rooms that not only had blackboards but also were connected to the Internet, had access to modern video and audio technology, and were light, clean, and cheerful. This made a difference to both students and faculty. To know that the university values its educational space reflects well on its commitment to delivering a high-quality education."

The \$12 million rehabilitation of the Dodge building, which had served as Northeastern's library since 1953, provided the College of Business Administration, which had been making do with inferior office and classroom space in Hayden Hall, with a new home. Curry and business dean David Boyd

traveled around the country to pitch the renovation plan to alumni, corporations, and foundations, eventually raising about 40 percent of the project's cost. The finished product, completed in 1993, was well worth it: Dodge was re-created into a state-of-the-art classroom and meeting facility for the business college, including caserooms equipped with multimedia technology, a corporate-like marble-floored lobby, a café for faculty and student interaction, wide corridors, and small conference rooms.¹⁰ The renovated building, says Boyd, enhanced the academic experience for students, as well as projecting an image of excellence to the outside world.

Other major academic upgrades included a \$1.5 million rehabilitation of Ryder Hall in 1995 and a \$4 million renovation of the law school in 1990.¹¹ The Ryder Hall refurbishment provided 25 new classrooms, an atrium, a food service area, and a new entryway for the building, as well as improvements for people with disabilities. At the law school, the renovation upgraded and expanded the library and converted the entire Knowles building, which previously had been shared with the College of Criminal Justice, to the School of Law's exclusive use.

The \$16 million revitalization of the Student Center brought new vibrancy and functionality to a 30-year-old building that had grown dismal and inefficient over the years.¹² Funded through student fees and contributions from vendors operating in the building, the renovation, completed in 1995, included the addition of a 4,000-square-foot glass-enclosed eating area on the ground floor, a new food court, a revamped indoor quad with grand staircases and a glass elevator, extra retail outlets, and, on the upper floors, upgraded hallways and meeting rooms for student organizations.

The university also fashioned a new office building out of a former factory and storage facility at 716 Columbus Avenue. The six-floor building, which Northeastern had purchased in 1984 and had leased to outside tenants for a decade, became a comfortable new home for hundreds of university administrators and staff in 1994 when the \$6.2 million renewal was finished. The move represented Northeastern's first foray across the train tracks into the predominantly minority community to its south.¹³

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Other renovations offered significant improvements for the university's sports, intramurals, and recreational programs, complementing the benefits provided by the newly built Marino Center. The new Henderson Boat-house in Brighton was completed in 1989 at a cost of \$2.5 million.¹⁴ The

award-winning wooden building, designed by renowned architect Graham Gund, assured an eye-catching new home on the Charles River for the Northeastern men's and women's crew teams.

Curry's first major renovation project, in fall 1989, was a \$1.2 million upgrade of the Cabot Physical Education Center; a multipurpose rubber surface for basketball, tennis, and track replaced the old banked track and dirt floor.¹⁵ Other improvements in the mid-1990s included converting a gymnastics practice area to a multifunctional reception room, enhancing space for women's athletics, updating the basketball gymnasium, and making Cabot accessible to those with physical disabilities.

A \$1.5 million renewal of Matthews Arena, completed in 1995, replaced what had been one of the smallest playing surfaces in the Boston area with an Olympic-sized ice rink. The work also included technical improvements to the ice floor, the squaring off of rounded corners, and better sight lines for the audience, meaning better conditions for the hockey team as well as the figure skaters who use Matthews. With the renovation, the historic 1909 building—the oldest operating arena in the country—continued as one of the most heavily used facilities at Northeastern, playing host not only to hockey and figure skaters but also to nationally televised skating shows, concerts, graduations, and other special events.¹⁶

The university also spent \$1.5 million on a substantial makeover of Parsons Field, Northeastern's outdoor athletic field in Brookline. The work included a new field surface with improved drainage, new baseball dugouts, new women's and visitors' locker rooms, a remodeled press box, and a new scoreboard.¹⁷ The improvements were essential to Northeastern's being accepted into the Yankee Conference in football.

At the Varsity Club in Matthews Arena, a \$750,000 remodeling created a glassed-in viewing section so that club guests could view activities on the arena floor. The dining and lounge areas were also expanded to accommodate more people.¹⁸ In 1992, the club was renamed for alumnus George Makris, a former Northeastern standout in football, baseball, and hockey and a member of the university's Hall of Fame, honoring him for spearheading successful fundraising efforts for the Parsons Field and Matthews Arena renovations.¹⁹

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Just as new and renovated buildings were key elements in the creation of a more welcoming, more competitive Northeastern, so too was the

improvement of the campus's outdoor spaces. For most of its history, the university's main campus had evolved as a study in whites, grays, and blacks, with only an occasional bench to break up the stark palette. The master plan revealed, however, that a prime objective would be "to create a distinctive, inviting campus setting that reinforces the quality of place at Northeastern University."²⁰

In addition to calling for substantial new academic buildings, the plan emphasized the importance of creating distinctive gateways at various campus entrances as well as "memorable outdoor spaces." Providing outdoor areas for eating, study, or quiet reflection, the master plan indicated, would be a "key element to improving the campus quality." The plan also proposed establishing a winding, east-west mall extending from the library across Forsyth Street to Parker Street and featuring an open lawn, broad walkways, and trees.²¹ In short, the idea was to turn a utilitarian commuter campus into a residential campus that would appeal to all students.

Curry and his colleagues set about replacing asphalt paths with red brick, creating courtyards and open spaces filled with color and dimension, and enlivening the campus with sculptures, all to provide a suitable context for the new and renovated buildings that projected a different, fuller character for Northeastern. These changes would prove crucial in rendering the campus inviting to students, parents, alumni, and potential donors. More than just being welcoming, however, the new campus was aimed at showcasing Northeastern as a place of substance and academic quality.

The renewed campus represented a sea change in the feel of Northeastern. Throughout the 1960s and early 1970s, President Knowles had shown little patience for "prettifying" the campus, and so almost all the buildings remained plain rectangular boxes made of "Northeastern brick,"²² sticking closely to the original design of the campus prepared by Coolidge, Shepley, Bullfinch, and Abbott back in the mid-1930s. The interior of the buildings was similarly plain. The campus took on color during the Ryder years, with the addition of a law school building imbued with muted purple and blue slate, and the red-brick Kariotis Hall, a classroom building.²³

Ryder also introduced the greening of the campus that would be greatly expanded during the Curry presidency. In one of the most dramatic changes, the main quad on Huntington Avenue, for many years the site of unbecoming asphalt paths and a few trees, was redone with red-brick pathways, wooden benches, and a variety of plants.²⁴ The landscaper for that project, William Pressley of Cambridge, continued to serve through

the Curry era as the university's landscape architect for a host of other locations on campus.

The largest and most visible landscaping upgrade during the Curry years was Centennial Common, a \$300,000 project on 1.75 acres between the new classroom building, a renovated Ryder Hall, the new Egan Research Center, and the Ruggles MBTA station. The common, finished in September 1995, featured perennial plantings and trees, a gazebo, a wide expanse of



Hallenborg Way, a pathway between Leon Street and Huntington Avenue, was named in memory of Northeastern's physical planning director, Charles Hallenborg.

lawn, benches, lighting, and brick walkways, and functioned as an important connector between the east and west sides of campus.²⁵

Other landscaping around campus covered a total of 15 acres, transforming about 70,000 square feet into winding paths and peaceful courtyards. One such pathway, between Leon Street and Huntington Avenue, was named, appropriately, for Hallenborg, who had played a major role in the campus's physical development before his death in 1991.²⁶ Taken together, the changes won the university wide-ranging professional recognition. Awards came in from the American Association of Nurserymen, the Boston Society of Landscape Architects, and the National Landscaping Association, all noting the sig-

nificant outdoor improvements.²⁷ In 1992, First Lady Barbara Bush personally presented the first of these awards to Curry and Culver at the White House.

To support the ongoing landscaping effort at Northeastern, trustee Harvey “Chet” Krentzman and his wife Farla gave the university a \$700,000 permanent endowment in 1996 to ensure that the campus’s trees, plantings, and green spaces would endure for future generations of students and faculty.²⁸ In turn, Northeastern named its main quad for Krentzman, a 1949 me-



Northeastern’s Huntington Avenue quad was named for trustee Harvey “Chet” Krentzman and his wife Farla after they provided a permanent endowment for landscaping at the university.

chanical engineering graduate, and provided more prominence to the quad by building a curved brick wall facing Huntington Avenue, bearing the words “Northeastern University.”

The landscaping was further enhanced by the addition of a handful of striking outdoor sculptures. In October 1993, Northeastern installed the first of these sculptures, a 1,000-pound likeness of Cy Young, baseball’s all-time most winning pitcher.²⁹ Young, of the Boston Americans, had pitched the first game of the inaugural World Series in October 1903, which had been played on the former Huntington Avenue Baseball Grounds, the site on which Northeastern was later built. Thus the sculpture, depicting

Young warming up for a pitch, was placed on the grass in front of Churchill Hall in what would have been almost the exact location of the original pitching mound. And across the path from Young's statue, on another patch of grass, was placed a replica of home plate. The statue of Young and the home plate replica, sculpted by Bob Shure, were funded by a \$65,000 grant from the Yawkey Foundation, established by late Red Sox owners Tom and Jean Yawkey.



A bronze likeness of Cy Young, baseball's winningest pitcher, was installed outside Churchill Hall on the site of the original pitching mound of the old Huntington Avenue Baseball Grounds.

Later that same October, Stanley Young, a 1946 liberal arts graduate, announced that he would donate to Northeastern a nine-and-a-half-foot sculpture called the *Flame of Hope*.³⁰ The 590-pound twist of bronze, created by artist Leonardo Neirman, was later placed near Cabot Cage, on the corner of Huntington Avenue and Forsyth Street. When the sculpture was unveiled the following September, Curry noted, "We are working aggressively to position Northeastern as the premier urban campus in America. A college campus is a place of learning and study, and of reflection and contemplation. The acquisition of important works of art helps complete our efforts to create this attractive environment for those who study or teach or work or visit here."³¹ To bolster the effort to acquire donated public art for campus, in 1993 vice president Martin formed an outdoor sculpture committee (later renamed the university art committee), a group of faculty and staff charged with generating, evaluating, and placing artwork on campus.

Young, leader of a successful software company, proceeded to contribute scores of sculptures and tapestries during Curry's term. Indeed, his donations made possible the creation of a sculpture park, sited between the student center and the train tracks, which was planned during the Curry administration and was completed in September 1997. The 42,000-square-foot space, also designed by Pressley, featured several sculptures, a large black orb doubling

as a fountain, a running stream with a small bridge, and trees, plantings, and benches.³²

New artwork graced the interior of Northeastern's buildings as well, much of it in Snell Library and mostly gifts of alumnus Arthur Goldberg, who made an initial donation of several works in 1994 and others in later years. The new paintings and lithographs "put the library on a whole new aesthetic plane," says library dean Alan Benenfeld. Tapestries and sculptures were installed in the student center and a collection of woodcuts and etchings by Ruth Leaf, contributed by Margaret D. and Nels A. Palm III in 1995, went on display in Ryder Hall.³³



Leonardo Neirman's *Flame of Hope*, placed at the corner of Huntington Avenue and Forsyth Street, was the gift of alumnus Stanley Young.

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During the Curry years, Northeastern acquired or leased several new off-campus properties and renovated others.

In 1994, the university leased new space for University College's downtown campus at 89 Broad Street in Boston, spending \$2 million to renovate the 23,000-square-foot property and nearly tripling the classroom space available for the college's financial district facility.³⁴

Also in 1994, the Warren Center in Ashland was renovated and converted into a year-round conference center featuring meeting rooms, guest rooms, a main lodge, and dining facilities, all situated on 165 acres of woodland and meadow near the Ashland Reservoir. The \$625,000 project generated revenue of \$1.2 million in 1994–95 and \$1.5 million in 1995–96 and gave the university a higher level of exposure among local industry leaders, who used the site for corporate events.³⁵ In addition, Henderson House, the university's original off-campus conference site, was substantially upgraded and marketed far more aggressively as an income-producing venue, producing revenues of about \$250,000 a year with no expenditure increases.

In 1992, the university greatly improved both its research laboratories and office space at the Marine Science Center in Nahant, spending \$400,000 and adding another 4,000 square feet of space, enough to accommodate up to eight visiting scientists.³⁶

Northeastern also bought and renovated a warehouse in Jamaica Plain called Marbury Terrace to expand and centralize the university's transportation, storage, and warehousing operations. The \$3.8 million facility, acquired in 1991, included four floors of storage space, a central receiving area, and locked cages for storing confidential data.³⁷ Moreover, by moving warehousing operations off campus, the administration was able to free space in Ryder Hall to turn that on-campus building into a first-class instructional facility.

The immediate area surrounding Northeastern's campus was also upgraded during the Curry years, through the university's participation in the Boston-Fenway Program. The consortium of cultural and educational institutions that Curry chaired helped secure state funds to beautify Huntington Avenue from Massachusetts Avenue to Brigham Circle and also endeavored to revitalize other roadways near Northeastern such as Tremont and Ruggles Streets and Melnea Cass Boulevard. All these moves, says Curry, were calculated to enhance the appearance of the various approaches to Northeastern.

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These large-scale construction and renovation projects did not prevent the university from making a priority of funding other significant needs, like renovating or remodeling research laboratories and faculty and administrative offices.

In almost every year of Curry's tenure, the university dedicated more than \$1 million from year-end surpluses to the physical plant; by the time Curry stepped down, more than \$10 million in such improvements had been completed.³⁸ Among these projects, providing top-quality teaching and research space remained the overriding priority. Over the Curry years, the university renovated laboratories in mechanical, chemical, and electrical engineering; chemistry; biology; psychology; and pharmacy; as well as faculty offices across the university. Substantial refurbishments were also made to classrooms in Ryder Hall and in almost all other buildings on campus.

"Jack was very focused on infrastructure for research and instructional facilities on campus," says David Flynn, director of space planning and

analysis, who oversaw the plant renewal. “He understood that our vintage buildings were becoming 40 and 50 years old and that they needed capital improvements. He felt that investing in our research and instructional space was going to help us through difficult times and aid us in keeping our competitive position when better times came.”

The construction of new campus buildings, renovations of existing structures, and new acquisitions were all overseen by the university’s business office, led by Martin, who had worked his way up to a vice presidency in 1980 after starting at Northeastern in 1967 as an administrative assistant in the bookstore. Martin was the individual who made sure that all the work planned by the university was completed on schedule, at low cost, and with high quality. Culver, who presided over the business area, calls Martin and his staff “very dedicated and motivated, very committed to making Northeastern the best with what they had to work with.”

Martin credits key members of his team—William Mallon, Daniel Bourque, and John Malone—with helping manage the enormous amount of work that poured into the business office in the early 1990s. With \$100 million in construction projects, business office staff were responsible for monitoring the work of construction managers, subcontractors, and work crews—thousands of individuals—over the course of several years. For Martin and his colleagues, days were often long and hard. To handle the workload, the entire business operation was reengineered, with employees assigned to prioritized tasks according to their level of expertise. Technology benefited greatly, says Martin: the use of new computers sped up work and cut the amount of paper generated by the office by about 80 percent. And business office staff could frequently be seen striding across campus talking on cell phones, long before wireless communication became ubiquitous. The phones, which Martin estimates increased productivity by an hour a day, were “lifesaving” during that time.



Business vice president John Martin oversaw all new construction, renovation, and building acquisitions.

Curry felt lucky to have creative planners and effective doers like Martin and Culver during the busy years of the early and mid-1990s. “Their work in building out our campus,” he says, “was simply extraordinary.”

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Modern technology accounted for much of the new infrastructure put into place at Northeastern in the early and mid-1990s. While bold new buildings and inviting landscaping were visible evidence of Northeastern’s academic coming-of-age, the explosion of computer capability on campus offered less tangible, but no less real proof that the university was girding itself for the next century.

Beginning in 1992, the university initiated the major undertaking of linking every campus building—both on campus and off—with fiber-optic cable that snaked underground and through walls to reach the desk of every faculty member, student, and administrator, giving them voice, video, and data connections to the rest of the university and to the world beyond. Northeastern purchased thousands of computers; provided free, downloadable software to all members of the university community; and offered training to give individuals the tools they needed to use the new system.

The effort to transform Northeastern’s information technology capabilities was dubbed “The Connected Campus.” That moniker was coined in a December 1992 report written by the president’s Telecommunications Advisory Committee, a group formed in the late 1980s to guide and monitor Northeastern’s progress into the digital age. In 1989, Curry chaired the committee, then a group of 5 individuals that would mushroom to 17 by 1993,³⁹ with creating the campus-wide network, called NUnet (for “Northeastern University Network”), that would serve the university’s growing needs for information exchange in the 1990s and beyond.⁴⁰ In the 1992 report, the group foresaw the importance of increasing Northeastern’s computer capability: “The convergence of computers and communications,” they wrote, “will allow collaboration on an unprecedented scale, with people, machines, and networks working together in novel ways that promise quantum leaps in productivity.”⁴¹

The “connected campus” would provide opportunities for “connected” learning, “connected” research, and “connected” management, the report predicted. The network would enhance learning by allowing on-line access to software, databases, course catalogs, e-mail, and satellite programming. Research would be “connected” by enabling faculty to communicate with colleagues

across the globe, gather information from on-line journals, and access supercomputers and databases located thousands of miles from campus. And management would improve through the integration of administrative systems and the increased use of on-line business transactions.⁴²

The vision articulated in the Telecommunications Advisory Committee's report, which would prove crucial for Northeastern's future, derived from the mid-1980s. At that time, Northeastern, like many other colleges and universities, maintained separate offices handling administrative and academic computer services, each of which reported to different senior administrators. Such a structure prevailed because, at the time, researchers and administrators had different computer needs, so distinct structures had been developed to fit those needs.⁴³

Northeastern officials had begun to realize, however, that the existing campus computer systems were unwieldy and inefficient. Academic systems were running on VAX computers made by Digital Equipment Corporation, and administrative systems operated from an IBM mainframe, but the two systems weren't compatible. Across campus, small clusters of computers were connected, but no large-scale network existed. At some point, officials recognized, all campus systems would have to be made compatible and the network would require expansion.

"There was a need on the part of the university—indeed, on the part of the whole academic industry—to build a network that would allow all of these multifaceted systems to communicate," recalls George Harris, who was in charge of administrative computer services from 1979 to 1992, then became vice president for information resources.⁴⁴ "That began the discussion."

Because the new vision for information technology at Northeastern meant campus-wide linkages, those who orchestrated the transformation came from all corners of the university. Key players included Culver, Harris, Martin, academic computing director Glenn Pierce, computer science professor Richard Rasala, library dean Alan Benenfeld, arts and sciences information systems director James Sarazen, administrative computer services director Paul Pagliarulo, and the physical plant's Thomas Bruni. Raymond Williams, director of continuing education since 1987, chaired the Telecommunications Advisory Committee from its formation until his retirement in 1997.

Further committees focused on developing initiatives for desktop computing and software applications, and on exploiting the new computer capability to streamline Northeastern's business operations and its dealings with students. Information flowed into the Telecommunications Advisory

Committee from the various committees, as well as from key university offices, such as the registrar, admissions, financial aid, finance, and alumni areas. "All of these things were going on constantly," recalls Harris. "We had everything from soup to nuts." In spite of dealing with such a massive project, the Telecommunications Advisory Committee proved an extremely effective committee in shepherding the work of wiring the campus and upgrading computer capability. Says Harris, "In the thirty years I've been in this business, and in the twenty years I've been at Northeastern, this was one of the best committees I've ever served on."

Officials involved in the campus wiring project visited other colleges and universities in the early 1990s to gather ideas. The most important decision Northeastern faced was what kind of cabling or wiring to use to connect the campus; officials settled on fiber-optic cable. It was the most expensive option at the time, and still a fairly recent technology, but it was also thought to be the best choice for the future because it could handle all the university's needs for the next 10 to 15 years. "We knew this would be a sizeable investment," recalls Harris, "and we didn't want it to be obsolete the day we turned the switch on."

Work on the NUnet project began in January 1992, after the bid for the job went to IBM. During the first phase, which continued through 1993 and cost more than \$1.8 million, roughly 20 percent of the campus was wired. As each building came on line, individual users were provided with the software and training necessary for them to take full advantage of their new equipment.

Early on, however, officials grappled with funding problems, given the university's uncertain budget situation. Those most closely involved with NUnet had argued forcefully from the beginning that the project should be completed well before the year 2000 so that Northeastern could bring itself up to speed in the fast-moving world of information technology. But each year, Harris and his colleagues were required to present a new budget—as did all departments—hoping that their funding requests would be met. The process created some difficulties with contractors, Harris recalls. "We could never say to a contractor, 'We can go to the next phase,' because we didn't know if we would get the budget. And the contractors were saying, 'We don't even know if we have a job until you finish your budget process.'"

Still, Curry had all along been convinced of the project's urgency and managed to keep the money flowing. Phase two began in August 1993 with \$2 million in funding. "Depending on how much money we had, we scheduled as many buildings as we could," says Harris. "We forged ahead. That's

how much everyone knew and believed that if we didn't have a comprehensive network during the 1990s, then we were going to have a major problem doing research, conducting business, and attracting students. Even with all the financial difficulties, nobody said, 'Cancel the project.'

Phase three commenced in July 1994, but because of continuing financial problems, only \$1.5 million was provided. By 1995, budget projections indicated that the university would be in better shape financially the following year. Emboldened by those forecasts, those involved with NUnet told Curry that if funding for the project didn't increase, the work wouldn't be finished until very close to the year 2000. That was unacceptable, they said, because there were too many projects, both academic and administrative, that were based on Northeastern's having a comprehensive computer network. "Our argument was that this thing had to be completed within the next two years," says Harris. "And to do that, we needed roughly another \$7 million—immediately."

As he had on so many other issues—and in spite of the university's persistent budget problems—Curry gave the go-ahead. Again, the university relied on borrowing and reallocation to get the job done. And so, during phase four, which began in July 1995 and took two years, every remaining Northeastern building came onto the network, both on campus and off.

"It was truly an amazing effort," says Harris. "People had focus during a tough time. The Northeastern family pulled together to make it happen."

Critical to NUnet's success, says Pierce, was Curry's decision to finance the project centrally, at no cost to any department. Such a move was atypical of most large universities. Without central funding, Pierce says, there would have been no university-wide network, because all the colleges and administrative offices would never have been able to agree on a plan. But because money was available from a central pool, all the university's various areas, through the Telecommunications Advisory Committee, were able to participate in forming a network that would serve all of Northeastern. Having the central network also enabled the university to reap substantial savings on software, which could be purchased for campus-wide use through the network instead of individually. In all, the university's central information services budget leapt from about \$5 million when Curry began his presidency to \$15 million the year after he stepped down.

The feedback from those who started to use NUnet was overwhelmingly positive. "Now, from a personal computer in front of them, people had the ability to run many different kinds of software that we offered on the

network, that they could access with the click of a button,” Harris says. “They also could take advantage of all the central administrative systems of the university—registration, grades, student counseling. And they had electronic mail connecting to anyone in the university as well as anybody on the Internet. People were surprised at everything they could do.”

Members of the university community could also now access the library, a crucial link providing students and faculty with a gateway for navigating and making the most of a wide array of information resources. In 1993, library dean Benenfeld said of NUnet that it enabled the library to “transcend its physical confines. We can have a virtual library without walls, electronically delivering information resources to students and scholars wherever they may be.”⁴⁵

Harris grants Curry much of the credit for pushing NUnet through to completion. “In the scheme of things, it would have been very easy to say, ‘We can’t afford it,’” Harris says. “But instead, Jack said it was important, that we didn’t want to come out of the budget crisis only to find ourselves in another kind of crisis. We had an amazing leader who had the foresight to really understand what technology could be exploited and what impact technology would have on the whole academic process, and was able to set that as a priority and let us make it happen.”

“Of all the physical changes you see on campus, this was in some sense even more dramatic, a huge departure from the balkanized approach to information systems we’d had in the past,” adds Pierce. “It was the right decision to make at a very difficult time. It provided the foundation for us to step forward in the future of education.”

The wiring of the campus, the construction of major new buildings and the renovation of others, and the long list of other infrastructure improvements during the Curry years are indeed testament to the president’s determination to improve Northeastern, and to the trustees’ willingness to take a risk to support that effort, even during a time of fiscal uncertainty. The university may have become smaller, but its buildings, its grounds, and its infrastructure for information technology were undeniably “better.” Those individuals who had studied or worked at Northeastern during the asphalt-and-white-brick years marveled at the enormous transformation that occurred in so short a time.

Mechanical engineering professor John Cipolla says the physical changes on campus made “a lot of difference in the way people think and feel and work.”

Krentzman, the trustee who contributed a major gift to help preserve Northeastern's green spaces, declared the campus "illuminating and exciting."⁴⁶ He added, "Jack's energy, his experience, and his leadership qualities have all come together to cause a major uplift in the entire physical and human environment of the university."

Jason Lefferts, who began as a Northeastern freshman in 1989 and served as editor of the student newspaper, the *Northeastern News*, and later as a lecturer in the university's journalism department, put it even more bluntly in an October 1999 commentary he wrote for the *News*. "Ten years ago," he wrote, "things looked very different." Now, he continued, "It looks a lot better. . . . It looks like a real campus."



Trustees and senior officials meet in early 1992 to discuss Northeastern's Centennial Campaign. Seated to the right of President Curry are Robert Marini, who chaired the fundraising campaign, and Eugene Reppucci, Jr., senior vice president for development.

Breaking New Ground in Fundraising, Alumni Relations

IN THE MID-1990S, Northeastern fundraising hit a new high. In spite of a lackluster economy, the university was able to draw unprecedented millions of dollars in support from alumni, friends, corporations, foundations, and the federal government. It did so, in large part, by demonstrating its commitment to becoming “smaller but better” by promoting academic excellence and creating a modern, high-technology campus. To achieve its financial goals, Northeastern overhauled its fundraising organization, yoking it firmly to academic priorities. In the end, an essentially isolated, staff-driven development operation became a more volunteer-led effort, supported by staff and complemented by active involvement from academic deans, faculty members, and the governing boards.

The results were striking. Colleges were strengthened; new centers of academic excellence were established and existing ones enhanced; faculty chairs and professorships were added; and student financial aid was boosted.

Alumni, in particular, strongly endorsed a “smaller but better” Northeastern. Two 1961 university graduates who also served as trustees gave multimillion-dollar donations to fund new buildings to support academic excellence and student recreation. The magnitude of the gifts was significant for Northeastern, a school that heretofore had received only a handful of gifts in the million-dollar range.

The first gift came from Richard Egan, cofounder of the high-tech giant EMC Corporation of Hopkinton, Massachusetts. In spring 1994, Egan announced that he and his wife Maureen would donate \$5 million to Northeastern to help pay for the university's new engineering/science research center.¹ Added to \$1.7 million Egan had previously contributed, his gift was the largest individual donation the university had ever received.

A year later, EMC's other cofounder, Roger Marino, who had moved on to become chairman of Golf Technologies of Natick, gave \$5.5 million,

with his wife Michelle, toward construction of a new recreation center at Northeastern.²

In a sense, the timing of the gifts had much to do with the success of EMC Corporation, a fast-growing developer of computer storage and memory devices that would grow in the 1990s into Massachusetts' most successful company.³ But the gifts also reflected the success of Northeastern's own ambitious efforts during the early 1990s. Times were tough, but the university was



Alumnus Richard Egan is applauded at Northeastern's annual corporation meeting in May 1994 following the announcement of his multimillion-dollar donation for a new engineering/science center.

determined to improve, and officials were bold in seeking support toward that end. For Egan and Marino, as well as other donors, the university's goals during this period—creating a more physically appealing and functional campus, adding endowed chairs and professorships, nurturing successful academic and research programs—presented a unique opportunity to contribute substantial gifts that would profoundly influence the campus and change the university's direction for years to come.

But Northeastern's story during those years, compelling as it was, was not enough on its own to guarantee fundraising success. In fact, university officials had to work hard to make sure it happened. The development office's

budget was more than doubled in the early 1990s, even as other university departments were being cut severely. A large-scale effort was undertaken to cultivate trustee volunteers to help lead fundraising and build institutional pride. The university also took pains to create stronger links with alumni, in the hopes of persuading them that it made good sense to invest in their alma mater at a time when Northeastern was moving to enhance their credentials by improving itself academically.



President Curry, trustee chair George Matthews, and alumnus Roger Marino pose at the groundbreaking for the Roger M. and Michelle S. Marino Recreation Center.

Perhaps no one believed in raising money for Northeastern more than Curry himself. Although some had questioned his fundraising abilities when he was named president, he did not enter the fundraising arena as a novice. Development had reported directly to him when he served as executive vice president, and he had done some soliciting in that role. Indeed, Curry identifies fundraising as “my favorite part of the job.”

“Jack was outstanding at fundraising,” says Richard Meyer, who was appointed senior vice president for development in January 1995. “He was very proud of Northeastern and he knew and told its story with total confidence, and real love and affection. It worked well.”

Adds Robert Marini, trustee chair of the university's Centennial Campaign, "Jack was a natural born fundraiser. He did it with flair and was tremendously successful."

Curry also had much help from his wife Marcia, who attended numerous functions with trustees and other potential donors, and hosted dinners at the Currys' home in Lynnfield.

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The numbers alone tell the story of Northeastern's fundraising success during the Curry years. Curry oversaw the latter part of a capital campaign designated "The Century Fund—Phase II," which had begun in 1986 under President Ryder and concluded in 1991 with receipts of \$186.8 million, almost \$12 million above its goal.⁴ He also presided over The Centennial Campaign, which ran from 1992 through 1997 and generated an impressive \$268 million, \$43 million in excess of its goal.

Both campaigns included significant milestones for the university. During Phase II of The Century Fund, the university received its largest-ever single donation, its largest federal grant to that point, its largest bequest, its largest corporate cash grant, its largest equipment grant, and its largest foundation grant. During The Centennial Campaign, Northeastern went on to receive an even larger individual gift, its largest-ever corporate gift-in-kind, and another, still larger federal grant. The greatest gift during The Century Fund—Phase II was \$3 million; during The Centennial Campaign, four gifts exceeded \$5 million.

Overall, annual fundraising from private sources—alumni, friends, foundations, and corporations—tripled during Curry's seven-year tenure, from \$9 million in 1989–90 to \$27 million in the year he stepped down. Corporate gifts rose from \$4.8 million in 1989 to \$13.2 million in 1996. And during that same period, foundation giving expanded from \$862,000 to \$5.3 million.⁵

Northeastern's success at raising money during the Curry years is notable not just for its having occurred during a period of national and regional recession and campus downsizing, but because the university was a relative latecomer in the fundraising arena; Northeastern's first full-fledged fundraising campaign, The Diamond Anniversary Campaign, was announced in 1961 under Asa Knowles. Throughout the university's early fundraising history, officials understood that most alumni could not be counted on for sizeable

donations until some time had passed, because many graduates were first-generation college-goers who were unlikely to have inherited wealth and who were unschooled in a tradition of giving to their alma mater.

Accordingly, the development operation was unusually small for many years, with just a handful of professional staff, led by Eugene Reppucci, Jr., and Royal Toebes, who would continue to work together in fundraising for some 30 years. Reppucci began working in Northeastern's development office in 1961 and was chosen its director in 1970. Toebes came on in 1964 as director of alumni giving. Both men were named vice presidents at relatively young ages—Reppucci in 1971, at age 34, and Toebes in 1976, at age 37. The development operation grew slowly over the years, adding more staff members with each new campaign, says Reppucci.

Northeastern embarked on its Century Fund campaigns in 1980. Phase I of The Century Fund, with a goal of \$43.25 million and an emphasis on raising money for new and improved facilities, was led by trustee George Matthews. By 1985, thanks to strong leadership from Reppucci and Toebes, the fundraising effort had brought in \$46.8 million and helped fund three new campus buildings (Cargill Hall, Kariotis Hall, and Snell Engineering Center), the Solomon track in Dedham, a major renovation of Cullinane Hall, and an overhaul of the Boston Arena, funded by Matthews himself.

A significant aspect of this campaign, Reppucci says, was that Matthews and President Ryder recognized that Northeastern needed to develop a new philosophy of fundraising, one that emphasized raising money not just from the alumni rank and file but also from members of the board of trustees and university employees as well. They further saw that the most successful kind of campaign would be driven by trustee volunteers—“because people give to people, and peers tend to give to peers,” Reppucci says—and would include greater involvement from deans and faculty members. “In the past,” Reppucci explains, “the number of volunteers was very small, and the people who did most of the gift solicitation were the president, Roy Toebes, and myself.”

So, when Phase II of The Century Fund began in 1986, officials worked to expand volunteer leadership among trustees, to get the campus more



Royal Toebes, vice president for alumni development

involved, and to shift the campaign's focus to academics and students. Harvey "Chet" Krentzman, a 1949 engineering graduate, was enlisted as trustee chair of the campaign, partly because of his expertise in promoting volunteer fundraising for the Boston Symphony Orchestra, where he was a board member, and partly because of his 30 years of success as a consultant to small businesses. Other active trustee volunteers included Matthews; John Cullinane, chairman and chief executive officer of Cullinet Software, Inc.; Camp Dresser & McKee's Marini; and Charles Zraket, president and chief operating officer for the MITRE Corporation. In addition, 6 vice chairs and 22 volunteer solicitors got engaged in the fundraising effort. This push toward volunteer involvement would step up dramatically during the Curry years.

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By the time Curry became president in 1989, The Century Fund—Phase II had netted \$100 million toward its \$175 million goal. That was good progress, Reppucci says, but he and his colleagues in development were concerned because that progress had not come about the way they had envisioned. They had anticipated receiving three major gifts during the campaign's "advance phase" that would have signaled the appropriateness of the campaign's goal. But the advance phase was over, and those gifts had not materialized.

There were reasons the gifts had not come in. For one, the nation, and New England in particular, were still reeling from the 1987 stock market crash. Companies were ailing or failing altogether and layoffs were rampant. Moreover, the development staff was small, still not totally volunteer-driven, and still not strongly enough connected to the academic structure of the university.

But during the first two years of Curry's tenure, which coincided with the last two years of The Century Fund—Phase II, the campaign went on to demonstrable success. Alumnus George Snell, who had already given generously during the Ryder administration to help fund the Snell Engineering Center, contributed \$5 million for the library that would later bear his name; at that time, it was the largest single donation Northeastern had ever received. The university also was awarded a \$3 million grant of state-of-the-art computer design software—again, the university's largest such grant—from Viewlogic Systems, Inc., of Marlboro. And it received its largest-ever bequest, \$2.1 million from alumnus Robert Erickson and his wife Sara, for an endowed scholarship and for the planned engineering/science research building.⁶

Moreover, several foundations gave \$1 million or more to fund the university's honors program, and the Balfour Foundation contributed \$1 million to fund Northeastern's Balfour Academy, a summer program to boost Boston pub-

lic school students' math and reading skills.⁷ Other corporate gifts in the hundreds of thousands helped spur curriculum development, including a \$750,000 grant from Reebok that supported Project Teamwork, a program run by Northeastern's Center for the Study of Sport in Society aimed at improving race relations among high school students.⁸ Additional gifts funded two new endowed chairs, three distinguished professorships, and four endowed professorships.⁹

Reppucci, who had worked on fundraising with every Northeastern president except Frank Palmer Speare, credited much of the campaign's success to Curry's own passion and enthusiasm for fundraising. "He became personally involved with seeking support and he got out of the office and on the road, visiting alumni throughout the United States and internationally," Reppucci recalls. "His work was key."

Curry also undertook a number of fresh initiatives during the latter part of The Century Fund—Phase II campaign that helped boost the fundraising effort. For example, Curry approved Toebes's plan to create the Huntington Society, a group honored for members' contributions of \$25,000 or more over a five-year period.¹⁰ The university also established the Frank Palmer Speare Society, recognizing individuals who planned donations to Northeastern through bequests or other options. Other new initiatives included a corporate leadership committee, led by trustee Zraket, established to enhance the university's ties with the corporate community and to increase corporate support; a fundraising program dedicated to strengthening Northeastern's athletics program and facilities, led by trustees Bernard Solomon and William Cotter; a greatly improved and smart-looking new Northeastern magazine, designed to build alumni pride; newsletters for longtime employees and retirees; the use of video and faculty visits to promote Northeastern at alumni events; and the involvement of the student body through the Senior Challenge program.

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As The Century Fund—Phase II was winding down, plans were already in motion to launch Phase III, to be called "The Centennial Campaign," with a focus on academic priorities: program support, endowed chairs and professorships, research facilities, a modern classroom building, and renovated classrooms; a recreation center; and increased student financial aid. It was in preparation for this campaign that Curry authorized a dramatic reshaping of the university's development operation.

Curry doubled the annual budget for development; it rose from about \$2.5 million in 1989–90 to nearly \$4.9 million over the next five years.¹¹ Even though he and Reppucci were committed to an increasingly volunteer-driven

fundraising effort, they realized that more staff members were required to direct those volunteers. They also saw that assigning individual staff members to each college to encourage the involvement of deans and faculty members was a critical element of the new fundraising philosophy. They further recognized the importance of establishing a more extensive and sophisticated research operation that could pinpoint potential donors and gather information about them. “Our capability in research was comparable to institutions in



Alumnus Robert Marini served as trustee chair for The Centennial Campaign.

Massachusetts with a grand total of 20,000 or 25,000 alumni,” Reppucci says, “and at that time Northeastern had 125,000 alumni.”

Northeastern’s acute need to boost its development staff was made obvious in a position paper Reppucci wrote to Curry in December 1989 in which he cited figures from a 1989 *Commonwealth Campaign Report*, a publication that reported on Massachusetts capital campaigns. At that time, Reppucci noted, Northeastern had 17 development professionals, comparable to schools such as Clark University and Mt. Holyoke. But Northeastern had 107,000 alumni, while Clark had just 18,000 and Mt. Holyoke had 26,000.¹²

And so, beginning in 1990, the development office launched a vigorous expansion that nearly doubled its staff by 1993. Some new employees had valuable expertise in raising money from corporations, foundations, and alumni; others brought crucial research experience; still others focused on planned giving and alumni relations.¹³ In addition, staff were hired for the office of development communications, with the aim of forging stronger ties to various constituencies by improving the quality of newsletters and other publications. Says Meyer of the expansion, “It took courage, but I think it also showed that Jack and Gene knew you had to invest money to raise money.”

The development staff threw their energies into accelerating volunteer involvement in fundraising. Key trustees were named to lead The Centennial Campaign. Trustee Marini, who served as chair, worked closely with Curry and trustee chair Matthews; Meyer says the three collaborated extremely well as a team. Other key trustee leaders included George Behrakis, president and chief executive officer of Muro Pharmaceutical, Inc., of Tewksbury; Galen Stone, an investment executive and trustee with Tucker, Anthony & R.L. Day, Inc.; Henry Nasella, president of Staples, Inc.; MITRE Corporation’s Zraket; and Solomon, consultant and former executive vice president of the Bank of

New England. In addition, a new 70-member Campaign Cabinet, bringing together trustee volunteers, deans, faculty members, and development staffers, functioned as a planning and advisory group. To underscore the volunteer effort, the university held its first-ever trustee development retreat in March 1992 with the entire agenda devoted to fundraising. The university also turned toward placing greater emphasis on fundraising when considering honorary degree recipients or new leaders for the Board of Trustees.



President Curry frequently attended alumni events across the country to foster pride and interest in Northeastern.

Development officials also greatly expanded the role of deans and faculty members in determining the goals for The Centennial Campaign and in articulating those goals to prospective donors. A new Deans' Council development committee, chaired by law school dean Daniel Givelber, was formed to focus on fundraising; a retreat and workshops were also offered to build the deans' expertise. At the same time, individual development officers were assigned to each college.

Throughout the Curry years, development staff worked particularly hard to foster closer ties with alumni, recognizing that improving alumni events and communication would lead to greater fundraising possibilities. In fact, the alumni relations office, which had previously reported to the president's office, was brought into the development fold in 1989 when Curry

became president to underscore the interrelated nature of the two functions. Former admissions dean Philip McCabe was enlisted in 1991 to lead alumni relations in its new venue.

To boost connections with alumni, the development office undertook a comprehensive review of alumni relations, which produced initiatives such as events and newsletters for older graduates; an alumni executive forum featuring breakfast meetings with key alumni; the presentation of alumni awards at the June commencement ceremony; the strengthening of alumni clubs and the Student Alumni Association; and a sharper focus on creating more successful reunions. Curry himself dramatically stepped up the number of presidential visits to alumni clubs around the country and met frequently with the Alumni Association's executive committee in an effort to foster pride and interest in Northeastern.¹⁴ The benefits of developing stronger ties with alumni were evident in their increased financial support for Northeastern.

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Centennial Campaign fundraising continued on a successful path throughout the mid-1990s, even as the flow of human events finally brought an end to the long and fruitful partnership of Reppucci and Toebes. Toebes's



Richard Meyer

death from cancer at age 59 came as a shock to those who worked with him, particularly Reppucci, who described Toebes as “vibrant and loyal,” and his “closest associate and a very trusted friend.”¹⁵ Toebes had relished the job of asking for money for Northeastern, and his talent for cultivating giving among alumni would be sorely missed. As vice president for alumni development, Toebes had been, for years, the first Northeastern official key alumni got to know. It had been Toebes, for example, who first introduced Curry to future alumni contributors and trustee leaders such as Matthews and his

successor as trustee chair, Neal Finnegan.

Following Toebes's death, Reppucci, for his own part, decided to retire in December 1994.¹⁶ Toebes had spent 28 years raising money for Northeastern; Reppucci had spent 33.

Curry says he was “blessed” to have Reppucci as his senior vice president for development and Toebes as Reppucci's top lieutenant. “We had grown together at Northeastern from the 1960s on, and we had confidence

in one another,” Curry says, adding that Reppucci was not only valuable in his role as development chief but also as a key presidential adviser. Indeed, it had been Reppucci whom Curry had chosen to head the committee that planned his inauguration.

Fortunately for Curry, he had several topnotch candidates to choose from when it came time to replace Reppucci. Meyer, who had worked at Michigan State University, Georgetown Law Center, and the University of Minnesota, started at Northeastern in January 1995 and, as Curry puts it, “came on like gangbusters.”

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The outcome of The Centennial Campaign in 1997—\$268 million for Northeastern—had been assured by the many fundraising improvements instituted under Curry. At the time he stepped down, the university had netted about \$185 million toward its \$225 million goal, and when the campaign was officially over, the university could once again point to a record-breaking campaign. Private donations—from individuals, corporations, and foundations—had accounted for \$118 million; \$37.5 million had been raised for facilities; \$22 million had been donated for endowed chairs, professorships, and scholarships; and equipment and software gifts had totaled \$22.6 million.¹⁷

Besides Egan’s and Marino’s groundbreaking gifts, the campaign was launched with a lead gift of \$1 million toward faculty support from trustee Donald Kramer and a \$1 million endowed chair from trustee Behrakis. The university also received more than half a million dollars from longtime friends and benefactors George and Lorraine Snell to enhance the library’s archives and establish a chair in chemical engineering.

A successful fund drive, led by Curry and business dean David Boyd and chaired by trustee Richard Ockerbloom, president of the *Boston Globe*, reaped \$6.5 million to help renovate Dodge Hall into an impressive new home for the College of Business Administration.

Two corporations made multimillion-dollar gifts-in-kind to the department of electrical and computer engineering; Cadence Design Systems, Inc., gave \$7 million in advanced design software, and Synopsys, Inc., donated \$8.5 million in software and licenses. Another \$5 million came from the Advanced Research Projects Agency, the Polaroid Corporation, and Kopin Corporation to enable Northeastern researchers to build three-dimensional image sensor programs. Other substantial gifts were received from Viewlogic and EMC Corporation.¹⁸ Gillette Company helped underwrite Northeastern’s new bachelor of science in international business program.¹⁹ Raytheon

Company, which had directed \$1 million toward construction of the planned engineering/science building in 1988, contributed another \$1 million in 1994, leading to the naming of the technology transfer center in the Egan building as the Raytheon Amphitheater.²⁰ And Analog Devices provided a major laboratory for the College of Engineering.

The university was also fortunate in securing two significant federal grants. Curry worked for several years to win approval for a \$15 million Defense Department grant for the new engineering/science research center, which he knew would stand as an important symbol of Northeastern's drive toward academic excellence. He spent considerable time collaborating with Senator Edward Kennedy and Massachusetts Representative Joseph Moakley, with the support of trustee chair Matthews and Representative John Murtha of Pennsylvania, arguing successfully that Northeastern's faculty in engineering and the sciences ranked as top-flight and was capable of undertaking research benefiting the country's defense efforts. Curry also journeyed to Washington, D.C., to help assistant engineering dean David Blackman convince the National Science Foundation that Northeastern was the logical institution to receive \$5 million to improve math and science education in the public schools of Boston; that grant was approved in 1994.

Curry also traveled extensively with nursing dean Eileen Zungolo to persuade the W. K. Kellogg Foundation to award its largest-ever foundation grants—two multimillion dollar gifts—to the College of Nursing's Center for Community Health Education, Research, and Service, which focused on improving community health education in the Boston area.²¹ The Kellogg Foundation also committed \$1.25 million to expand the community partnership model into collaborations between Northeastern and the Boston public schools.

A \$750,000 grant from trustee Krentzman and his wife Farla provided a permanent endowment for landscaping the campus and for improving the main quad, which was named for the Krentzmans. The appearance of the campus was further beautified through the gift of a sculpture garden, the first of many, from alumnus Stanley Young and his wife Barbara. Another trustee, Arnold Hiatt, contributed generously to the law school during the Curry years.

Still other trustees gave generously of their time to assist in raising money for Northeastern. For example, Dennis Picard, former chairman and chief executive officer of Raytheon Company, introduced Curry to several chief executive officers of other major corporations. Such entrées proved critical to helping Northeastern meet its fundraising goals.

Other new monies funded the renovation of athletic facilities such as Matthews Arena and Parsons Field, supported high school student programs

such as the Balfour Academy and the Urban Schools Collaborative, and financed community efforts such as the law school's Domestic Violence Institute and the Tobin Scholars Program. Gifts also enabled the university to increase substantially its financial aid budget, a vital component of the strategy to attract successful students to Northeastern.

But the most important outcome of Northeastern's fundraising success was significant improvement in the university's academic quality—the goal that held center-stage throughout Curry's presidency. The infusion of funds bolstered the work for the university's centers of academic excellence: the Barnett Institute of Chemical Analysis and Materials Science, the Center for Electromagnetics Research, the Center for Digital Signal Processing, and the Center for the Study of Sport in Society. Money was directed to the university's honors program, which grew from 150 to 1,250 students during the Curry years. New funding established endowed chairs and professorships in engineering, bioanalytical chemistry, pharmacy, sociology, and criminal justice.



Trustee Harvey Krentzman

Centennial Campaign chair Marini attributes much of the campaign's success to the fact that the university had come into its own with Curry's vision of a "smaller but better" Northeastern and that potential donors were impressed with the school's transition. At the same time, he says, more of the university's graduates had become financially successful and were willing and able to make substantial donations to their alma mater. "Jack Curry was the guy who could convince them to do that," Marini adds.

Trustee chair Matthews also credits Curry for fundraising expertise, and cites Marini's enthusiasm as key to his forceful leadership in The Centennial Campaign. "We did a lot of hard work selling people on the dream," he says. "People gave because they were excited about the changes that were happening at Northeastern."

Those changes, says Curry, were directed toward the grand goal of making academics and faculty the top priority at Northeastern. "We made this investment knowing the payoff would not necessarily be immediate," he says, "but we knew we were setting the stage for a new century."



Northeastern track star Erik Nedeau (left), qualified for the Olympic trials in 1996; at right, a student works out at the Marino Recreation Center.

Providing for the Student and the Student-Athlete

ON HUNTINGTON AVENUE, across from Northeastern's venerable Cabot Gym, the Marino Recreation Center stands as a dramatic western entrance to the university. Behind its angled wall of glass windows, dozens of students, staff, and neighbors run, pedal, and weightlift their way to fitness, providing a living billboard for the new Northeastern—modern, trim, inclusive, and dynamic. The \$12 million structure, completed in fall 1996, is tangible proof of Northeastern's commitment to providing recreational space for its students. Jack Curry, himself an avid runner, understood as well as anyone the connection between a sharp mind and a healthy body. He long dreamed of such a space and, with the help of a naming gift from alumnus Roger Marino and his wife Michelle, energetically shepherded the building from blueprint to reality.

Creating a recreation center was a crucial development during a time when Northeastern focused not just on the needs of its varsity athletes but on the everyday student as well and, indeed, on the athletics program as a whole. During the Curry years, several studies of the athletics department were conducted as part of the university's overall planning process and its goal of becoming "smaller but better." Faculty members and administrators closely examined every aspect of the program: its budgets, its organization, the status of its various varsity sports, its facilities, its gender equity, and its drug-testing and drug-education policies—all with the goal of maintaining an athletics program second to none in its vigor, its comprehensiveness, and its appeal for all students. In many men's and women's varsity sports, both teams and individuals achieved at levels that brought recognition to Northeastern. A related program, Northeastern's Center for the Study of Sport in Society, secured significant grant funding and accolades for its groundbreaking work in using sports and athletes to address the social ills of racism, intolerance, and domestic violence.

At the same time, Northeastern was shaken by the death of Reggie Lewis, its greatest athlete ever, as well as by subsequent questions about his possible drug use while he was a Husky hoop star.

Overall, Northeastern's athletics program was updated and rendered more equitable during the Curry years. And Curry himself played a large role in enhancing the sports and intramurals programs.



The Marino Recreation Center offers a dramatic view at dusk.

“Jack knew that improving athletics was related to improving the image of the school,” says Barry Gallup, Northeastern’s longtime football coach and its athletic director from 1993 through 1997. “He saw that it could help school spirit. And he felt strongly about intramural and recreational sports. He tried to balance the needs of all kinds of students.”

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Like other departments across Northeastern, athletics was not immune to the fiscal challenges of the early and mid-1990s. Some tough choices had to be made, particularly regarding varsity athletics. At the same time, the administration was determined to expand the athletics budget sufficiently to

improve equity between male and female athletes and coaches, increase resources and prominence to selected sports, and ensure top-flight facilities for both varsity and recreational athletics.

In fact, besides regular budget increases, the university allocated more than \$18.5 million for new construction and renovations of its athletic facilities between 1989 and 1996.¹

The addition of the Marino Center stands as a highlight of the Curry years, not only for the first-class facility it provided for recreational athletes and the everyday student, but because it relieved pressure on the Cabot Physical Education Center, which had previously been required to serve the needs of both varsity athletics and recreational sports—often with difficulty. When Cabot was built in 1954, it was designed to serve as a home for five or six men's sports teams, recalls Jack Grinold, Northeastern's associate athletics director for communications, who has managed the university's sports information operation since 1962. "You go to 1985, before Jack became president, and we have nineteen athletic teams. We also have an athletics department that went from maybe eight people to thirty full-time people." The building showed the strain. Frequently, the weight room or track would be reserved for varsity practice, irking tuition-paying students who came to work out only to find there was no space for them. Workout times had to be reserved for the relatively few pieces of exercise equipment. There was no conference space, not enough room to provide offices for the burgeoning women's programs, and no place for the expanded locker rooms that were sorely needed.

"It was a building where there was a constant battle between varsity teams and the intramural programs," recalls Grinold. "There was constant bickering in the waiting room."

The conditions also made it difficult for recruiting, adds Gallup, because visitors to campus were shown overcrowded training rooms in need of sprucing up. Only a very small space in Cabot was dedicated to athletic training, for example. And student-athletes in need of medical treatment had to go to Lane Health Center, and sometimes had long waits to be seen.

But with the opening of Marino in fall 1996, Cabot could be used almost exclusively for varsity athletics. "When Marino opened, bang, all of that pressure was taken off," says Grinold. Moreover, during the Curry years, the university made improvements to Cabot—a complete renovation of the indoor track with space for indoor tennis and baseball, new locker rooms, an upgraded athletic training area, a new crew tank, and office space for women coaches—that ultimately rendered the building more workable as a home for varsity sports.

And Marino figured as a spectacular addition to the campus. Behind its impressive facade, it featured basketball courts, a four-lane suspended track, free weights, Nautilus and aerobics areas, and retail space with restaurants and stores on the ground floor.² Students and other members of the university community flocked to the facility. When all recreational sports were housed in Cabot, about 5,000 people used the facility per week, according to Sue Ekizian, associate director of campus recreation; Marino would accommodate nearly 15,000.



Trustee Bernard "Bunny" Solomon often advised President Curry regarding Northeastern's athletics program.

"The Marino Center is a first-class recreation facility that is a tremendous asset, not only to the recruiting of students and student-athletes but, probably more importantly, to the retention of all students," says Gallup. "Every time we give a campus tour, it is one of the highlights that students and their parents always comment on. And it's always busy. It gives students a reason to stay on campus."

Other improvements to Northeastern's athletics facilities boosted several sports programs. A 1995 overhaul of the 85-year-old Matthews Arena transformed the ice rink into what Gallup calls a top-notch facility. Thanks to the \$1.5 million renovation, the ice surface went from being one of Boston's smallest to one of its largest. The ice surface was so much enhanced that, according to Grinold, visiting figure skating champions like Dorothy Hamill and Oksana Baiul claimed it the best ice they had ever skated on.

Parsons Field in Brookline, home to Northeastern's football team, also received a \$1.5 million upgrade, including a new artificial surface for the field, a new permanent grandstand and pressbox, a renovation of the field house, a new baseball field and dug-outs, and, for the first time, women's locker rooms. The improvements to the field helped the university gain admission into the Yankee Conference, a move that substantially benefited the football program by easing scheduling problems and allowing Northeastern to compete against local opponents and in geographical areas where students were being recruited. Says trustee Bernard "Bunny" Solomon, who often

advised Curry on athletics matters, “We’d been struggling for years to get into the Yankee Conference. When we were accepted, it was a huge step forward in our respectability.”

The university also enjoyed the advantages of a striking new boathouse during Curry’s tenure, funded in part by trustee Ernest Henderson III and his wife Mary Louise. The Graham Gund–designed boathouse in Brighton, planned during the Ryder administration and dedicated during



Northeastern’s eye-catching boathouse, which opened in 1989, won several architectural awards.

Curry’s first year as president, provided Northeastern’s crews with their own home on the Charles River for the first time. For the previous 25 years, the men’s crew had rowed out of the Riverside Boat Club in Cambridge, which the university rented. Women’s crew had been guests at Boston University’s boathouse, where they could not even take a shower. In the 1980s, as rowing became more popular, Riverside indicated it would end Northeastern’s lease. Thus began a six-year effort to convince the Brighton community and the Metropolitan District Commission that a Northeastern boathouse on the Charles would be a good idea. In the end, the university won approval to build the boathouse, which would win several architectural awards, including its recognition in 1990 by *American Rowing* magazine as the best boathouse in the country.³ “We went from being orphans into maybe the finest boathouse in America,” says Grinold.

In cases where Northeastern still did not have adequate facilities for particular sports, the university fashioned some creative solutions. To address the need for outdoor space for new programs such as women's soccer, Curry arranged a deal with Wentworth Institute: in exchange for Wentworth's use of the Matthews Arena ice and locker room space, Northeastern was entitled to use Wentworth's new field at the corner of Huntington Avenue and Ruggles Street. Another agreement was struck with the city of Boston's Parks and Recreation Department, which allowed Northeastern the use of Clemente Field on the Fenway for intramural softball and special events in exchange for the university maintaining the field.

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While the university was building new athletics facilities and renovating others, it also reorganized the athletics department, spurred by both the tight budget and personnel changes. Further, Northeastern officials closely examined other key elements of the athletics operation, including its administration, salary structure, individual sports programs, gender equity, academic support for athletes, and drug policies, all toward the goal of improving the environment for student-athletes as well as their coaches.

In 1991, the previously separate men's and women's athletics departments—under the direction of Irwin Cohen and Jeanne Rowlands, respectively—were merged. Both leaders had earned distinction for their operations. Cohen, who started as a Northeastern track coach in 1962, became head coach in 1966, and was named men's athletic director in 1984, had brought the department into compliance with NCAA standards and had tightened eligibility standards, helping to pave the way toward Northeastern's acceptance into the Yankee Conference. He also was the first commissioner of the North Atlantic Conference, now America East; was one of the six founders of Hockey East; and participated in several key NCAA committees as a member of the organization's executive committee.⁴ Rowlands, a pioneer in the development of women's athletics who had spent 12 of her 30 years at Northeastern as women's athletic director, had elevated Northeastern's women's sports programs to the Division I level, thereby gaining regional and national recognition for the university.⁵ But in 1991, when Rowlands retired, Curry joined the departments—placing Cohen in charge of both men's and women's sports—to save money during a difficult economic period and to provide more efficient management.⁶

Several years later, Curry made Cohen his special assistant and charged football coach Barry Gallup with managing the department. Gallup remained as both coach and athletic director for four years. In September 1994,

a year after Gallup took the top athletics job, he hired a senior associate athletic director, former UCLA associate athletic director Terry Condon, to help with day-to-day operation of the department.⁷ Condon was only the second woman in recent history to be named to a senior-level position in Northeastern's athletics department.

With a new leadership team in place, officials undertook the first serious strategic planning effort for athletics in the university's history. Beginning in late 1994 and continuing through 1995, Curry, treasurer Robert Culver, and Gallup reached decisions regarding expanding, eliminating, and setting resource levels for individual sports while attempting to enforce more equity among men's and women's sports. In fact, moving the university's sports programs toward full compliance with Title IX legislation—which required that resource allocation, participation rates, scholarship assistance, and support services among men's and women's sports be in proportion to the student body at large—was a key element of the plan. This was an issue not just for Northeastern, but for colleges and universities across the country. To put the problem in context, in 1997, even 25 years after the passage of Title IX, only a handful of educational institutions were in full compliance with the letter of the law.⁸

The strategic plan for athletics, adopted in October 1995, addressed the compliance issue head-on. It called for hiring more full-time women's coaches; providing more scholarship funds for women athletes; and making salaries for women coaches more competitive. Further, Curry approved the resources necessary to sustain budgets for Northeastern's prominent sports at Division I levels. "We moved to keep athletic budgets reasonably close to those of our Division I competitors," says Curry.

The plan also called for adding two new women's sports programs, demoting four varsity sports to club status, and eliminating one sport altogether.⁹ Officials said at the time that they weighed factors such as student interest, program quality, revenue-enhancement ability, diversity of participants, and gender-equity compliance. As a result of the planning effort, the university added women's soccer; made men's swimming, men's tennis, and men's golf into club sports; and eliminated women's gymnastics.

"Through the strategic plan, we aimed to keep up with regional and national trends," says Gallup. "Soccer participation had doubled and tripled nationally at the high school level, so we knew that men's and women's soccer were going to be important sports." And the decision to cut women's gymnastics, while not an easy one, was made because running the program was expensive and served a relatively small number of individuals. "We had to make some tough decisions," Gallup admits.

At the same time, the university conducted a self-audit of the athletics department to comply with an NCAA-required recertification process for all member colleges and universities. The self-study, conducted by a committee led by history professor William Fowler, focused on fiscal and academic integrity, governance, and equity.¹⁰ The report, completed in March 1996, praised the hiring of new administrators to run the athletics operation, the facilities upgrades, and the progress in gender equity. The report urged continued work to address remaining inequities between men's and women's sports in salaries, budgets, recruitment and scholarship dollars, availability of equipment, sports promotion, and participation rates.¹¹ At the end of the process, Northeastern's athletics program gained unqualified recertification from the NCAA.

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In March 1995, broadly publicized allegations arose that former Husky hoop star and Celtics captain Reggie Lewis, who had died of a heart ailment in 1993, might have tested positive for cocaine during the 1987 basketball season at Northeastern and that the 1987 team might have been involved in drug use. The allegations prompted Curry to order an ethics probe of the athletics department.¹²

The Northeastern community had already endured the gut-wrenching loss of Lewis, who, as the university's all-time leading scorer in basketball and the all-time leading scorer in New England Division I basketball, had propelled the Huskies to four consecutive ECAC North Atlantic Conference titles and four NCAA appearances in the mid-1980s. After Lewis collapsed and died in July 1993 while shooting baskets at a Brandeis University gym, a huge outpouring of grief emerged, both in the corridors of Northeastern and on the streets of Boston. At the request of Lewis's widow, Donna Harris-Lewis, who had met her husband at the university, Lewis's funeral was held on the Northeastern campus. Throngs lined up outside Matthews Arena, where a banner hung in the rafters displaying Lewis's retired number 35, to pay their respects to a man who had been admired as much for his gentle personality and charitable work as for his remarkable prowess on the court.

But ever since Lewis's death, rumors persisted about his cocaine use, although the possibility was later strongly denied by Harris-Lewis and others in Lewis's inner circle. In 1995, when Curry learned about a drug test that had been given to Northeastern basketball players just before the team's 1987 NCAA appearance and that several players, including Lewis, might have tested positive for drug use, Curry ordered a probe of the athletics department by a

blue-ribbon commission. The eight-member group of distinguished Bostonians, led by attorney John Driscoll of the law firm Nutter, McClennan & Fish, was charged with examining not just the 1987 drug-testing incident but the overall ethical standards and practices, past and present, of Northeastern's athletics department.

"We must make certain that our athletics department stands second to none in its ethical approach to sports, and in its advocacy for the young men and women who are our student-athletes at Northeastern," Curry said at a news conference held in March 1995.¹³

Ultimately, the commission found no evidence that Lewis had taken drugs during his five years as a Northeastern undergraduate, although it did determine that some members of the 1987 Husky basketball team had used marijuana.¹⁴ The panel also concluded that Northeastern's sports program was generally sound but needed strengthening in several areas, such as reinstating random drug testing of student-athletes (which it had dropped in the mid-1980s), developing a comprehensive drug education and prevention program, and having the athletics department report directly to the president to ensure coordination of athletics and academic policies across the university. Curry moved quickly to implement these and many of the group's recommendations.

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Northeastern's Center for the Study of Sport in Society, which since its inception in 1984 had helped society address some of its worst ills by enlisting the aid of well-known athletes, garnered national recognition and significant grants during the Curry era for its flagship program, Project Teamwork.

The brainchild of center director Richard Lapchick, Project Teamwork was initiated in 1990. Under the project, groups of former professional athletes—of different races and genders—visited schools and community groups around the country to improve young people's sensitivity to racial, ethnic, and gender issues, and to train them in conflict resolution. The project got its initial funding after Curry and Lapchick pitched the idea to Reebok International's chairman Paul Fireman, who liked the concept so much that he provided a three-year, \$750,000 grant.¹⁵

Project Teamwork met success early on. In 1993, Teamwork received the Peter F. Drucker Award for the most innovative nonprofit program in the social sector. Also in 1993, Lou Harris, one of America's leading public opinion analysts, evaluated the program and pronounced it "America's most successful violence-prevention program." And in 1994, AmeriCorps, President

Clinton's national service program, chose Teamwork as a national model for conflict resolution, awarding it a \$140,000 planning grant. The following August, AmeriCorps gave the center another award: nearly \$1 million to establish permanent Project Teamwork sites at four universities across the country, including Northeastern.¹⁶

Through Curry's tenure, the center sponsored about a dozen programs in total, such as its Mentors in Violence Program, Hoop Dreams, and the Athletes in Service to America Program, all aimed at convincing young people to focus on difficult social issues. Over the years, the center's programs have reached millions of young people across the country. "There are some issues that other organizations don't want to grapple with," says Lapchick. "Those are the ones that we try to take on—violence against women, racism, sexism, and drug and alcohol abuse. And Jack has always encouraged us. He saw that sports can be a way to reach people on critical social issues."

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While Northeastern officials endeavored to improve the athletics program, student-athletes on the playing fields gave the university some winning moves to cheer about.

The truth was that Northeastern athletics had really come of age only in the 1980s. Before that, says spokesman Grinold, Northeastern had been a "Division II program getting its Division I legs." But in the 1980s, with Curry overseeing athletics as executive vice president, the sports programs grew up. Through those years, increased scholarship and recruitment funds and personnel changes helped the program mature. "Everything bloomed in the 1980s," Grinold says.

For example, the men's basketball team had six NCAA appearances, many of those with the aid of hoop star Lewis. The men's ice hockey team won four Beanpot tournaments, one Hockey East championship, and one Final Four appearance. Women's ice hockey became one of the top three teams in the nation, capturing the ECAC championship in 1988 and 1989, as well as seven Beanpots. Track continued as one of the dominant programs in New England, as it had been since the mid-1970s. Men's crew claimed the 1988 Intercollegiate Rowing Association championships. Women's basketball earned three conference titles. "There was a lot of really good stuff going on," recalls Grinold.

Sustained sports triumphs marked the Curry years. Men's crew finished as the Intercollegiate Rowing Association champions in 1991. Men's base-

ball swung through six winning seasons, a league championship, and a 1994 NCAA appearance. The men's basketball team won two league championships and had five winning seasons. The women's basketball team leaped to the league finals in both 1994 and 1995. Women's ice hockey continued its winning record through the early 1990s; in fact, three team members from that time—Shelley Looney, Vicky Sunohara, and Laura Schuler—would go on to compete in the 1998 Olympics, with Looney winning the gold as a member of the U.S. team and Sunohara and Schuler earning silver medals for Canada.¹⁷ Women's field hockey maintained eight winning seasons in a row and, for each of Curry's seven years as president, the team competed in the NCAA tournament.

Other Northeastern athletes made their mark in the world arena as well. Track star Erik Nedeau, a 1994 graduate and a four-time All-American, qualified for the Olympic trials in 1996. Rower Jeff McLaughlin, a 1989 graduate, won a bronze medal at the 1988 Olympics. In the 1992 Olympics, he and fellow oarsman Pat Manning, a 1990 graduate, captured silvers rowing the men's four. Significantly, that boat—with two of its four rowers from Northeastern—was the only men's boat to win a medal that year.

For all their hard play, Northeastern's student-athletes performed just as well in pursuit of their academic goals. Throughout Curry's tenure, the graduation rate for student-athletes ranged from 60 to 65 percent, a full 20 points higher than that of the student body as a whole. Moreover, plans were laid during the Curry years to locate an academic assistance center for athletes in the Cabot Center, to boost athletes' classroom achievement even higher.¹⁸

That Curry recognized the value of athletics to the university was not lost on those around him. "What every athletics department in America prays for," says Grinold, "is a president who has an understanding and empathy toward sports. It's really rare that you find them. But we had that person." Others agreed; in 1994, Curry was named to Northeastern's athletics Hall of Fame for his efforts in expanding the university's athletics programs, in championing women's sports, and in upgrading sports facilities.¹⁹ Trustee Solomon adds that Curry's interest in sports was genuine and enthusiastic, as evidenced by his frequent attendance at Husky sports events.

The way Curry sees it, the resources he approved for varsity, intramural, and recreational sports and new athletics facilities were all directed toward one thing: making things better for all students. "It was a hardship for Northeastern, but we were able to put some money into the athletics budgets and into facilities," he says. "We provided wonderful opportunities for student-athletes as well as people who just want to have fun."



President Clinton receives an enthusiastic welcome at Northeastern's June 1993 commencement ceremony at the Boston Garden.

Risk and Reward

WHEN BILL CLINTON ENTERED the floor of the Boston Garden on a hot June day in 1993, smiling broadly and high-fiving the cheering Northeastern seniors who had come to receive their diplomas, it was a defining moment for the university. The president of the United States had chosen to give a commencement address not at one of the ivy-covered schools across the Charles River but at Northeastern University, the scrappy underdog with a history of helping students of limited resources obtain a solid education and valuable on-the-job experience. But it was a natural fit for a populist president who often referred to his own humble roots.

“I must tell you,” Clinton said when he reached the stage, “I have marched in many of these processions over the years. I don’t think I ever marched in one that made me happier than when we were coming down this line and all of you were giving the ‘high five.’”¹ The crowd loved it; their cheers rang through the rafters of the Garden. During the ceremony, Clinton spoke of how impressed he was with the strong work ethic of Northeastern students. Student speaker Douglas Luffborough thrilled the crowd with his powerful rendition of “The Banana Boat Song,” then told of his own struggle to make it to college despite growing up poor. Clinton was so impressed with Luffborough that he invited him and his mother to visit the White House.

Clinton’s appearance was electrifying for the university community, and news of the speech was spread far and wide by intense media coverage that propelled the university into the national spotlight and, as a corollary, provided invaluable positive exposure.

Clinton’s visit also symbolized Northeastern’s growing stature and clout among public officials and the general public, as well as its increasing confidence. Officials had pulled out all the stops to convince the president to come, in the face of stiff competition from other schools. But Clinton was not the only political leader to demonstrate an interest in Northeastern; in fact, a

host of prominent politicians saw fit to speak or receive honorary degrees at Northeastern during Curry's presidency, including First Lady Barbara Bush, who spoke at the 1991 commencement; Massachusetts governor William Weld, who spoke in 1995; and a distinguished group of world leaders including Nelson Mandela, Irish president Mary Robinson, and Poland's Lech Walesa.

Such interest did not occur in a vacuum. Throughout the early 1990s, Northeastern managed to turn heads among academic colleagues, govern-



President Bill Clinton, flanked by (from left) President Curry, trustee chair George Matthews (at rear), and U.S. Senator Edward Kennedy, proudly displays his Northeastern honorary degree on stage in the Boston Garden.

ment and business leaders, and journalists for boosting academic quality even as it encountered steep enrollment declines and the revenue loss associated with them. Internationally, the university was particularly admired for its co-op program, which offered hands-on educational opportunities for students from around the globe and served as a valuable model for the growing number of countries seeking to introduce co-op into their own universities.

Other notable evidence of the drive toward a smaller but better university commanded attention both off campus and on. In his inaugural address in December 1989, Jack Curry had expressed his determination to set a new standard of academic excellence at Northeastern. But he also said he wanted the university to make students a top priority, to become a better friend to the local community, to improve ties with the city to become Boston's pre-

mier urban institution, to provide educational opportunities for Boston students, and to create a more tolerant, diverse campus.

On all fronts of this ambitious agenda, the university hit the mark, exceeding even the most optimistic expectations.

“The university’s academic standing is stronger than ever,” Curry said in his 1996 speech to the Northeastern corporation, his last before stepping down that summer. “Our students’ SAT scores and class ranks continue



First Lady Barbara Bush smiles after giving the main address at Northeastern’s June 1991 commencement.



President Curry presents Nelson Mandela with a Northeastern honorary degree during the South African leader’s June 1990 visit to Boston.

to rise; our honors program boasts enrollments higher than at any time in our history . . . and during the past year, thirty new scholars . . . have been recruited into our faculty ranks from some of the most prestigious universities in the nation and the world—Cornell, Northwestern, Harvard, and Moscow State among them. . . . In the three-month period from May to July, the university is hosting four large-scale international conferences—on cultural economics, plasma science, environmental biotechnology, and particle physics—where a total of fifteen hundred scholars from around the world will gather to report on and discuss the latest research in their fields.”²

Northeastern was indeed flourishing. Fundraising reached an all-time high. In the space of just a few years, the campus had blossomed with new and renovated buildings and a multimillion-dollar computer network.

Myriad landscaping projects created a warm, welcoming feel along Huntington Avenue and throughout the campus. Beyond that, the university forged stronger links with the local, state, and federal governments. Curry himself evolved into an important national spokesman on issues facing higher education, as well as a worldwide ambassador preaching the gospel of co-op. An expanded public relations effort radiated news about Northeastern's successes across the nation. Within the campus and alumni community, Curry improved communications by supporting award-winning publications. And the university developed into a more diverse, more tolerant place to work and study.

Northeastern's remarkable transformation was all the more striking because it occurred during a time of belt-tightening, when the future of the university was anything but certain. "It was an oddly upbeat time," recalls treasurer Culver, "because we had a vision, a strategy. We took the smaller and better concept and caused it to permeate every element of life at the university."

• • •

The effort to secure a Clinton appearance at Northeastern's 1993 commencement ceremony amply reflects the determination and drive that characterized the Curry years. In January 1993, just after Clinton was sworn in as president, Tom Keady got busy. Keady, who had been named Northeastern's government relations director a year and a half earlier, knew it would be a tall order to persuade Clinton to choose Northeastern from among the 800 or so other colleges and universities across the country—including high-powered places like Harvard, MIT, and Dartmouth—that were also vying to have the popular new president speak at their graduations.

Given the competition, some of those who knew of the effort to enlist Clinton wondered why Northeastern was even bothering. But Curry thought: Why *not* Northeastern? He did not spend a lot of time worrying about the school's inferiority complex, which had been a nagging fact of life for years, as some people at Northeastern incessantly contrasted the university with the academic giants across the river. Granted, Northeastern was going through some rough financial times, and it still had much work to do to improve its academic quality—but all that was in the process of changing, Curry believed. He had confidence in Northeastern, and he felt there was no reason why others could not share that pride.

Charles Coffin, who oversaw media relations and internal communications for Curry, thinks that Curry's uncompromising belief in the value and uniqueness of a Northeastern education was key to vaulting the university's public profile during the early 1990s. He says that very self-assurance infused

others at the school with the confidence and determination to push for improvements, growth, and a stronger image.

“Jack somehow had within himself—and gave Northeastern—the confidence, the sense of unapologetic pride about the university that allowed us to make bold requests, such as asking the president of the United States to speak here,” says Coffin. “And as the university implemented its smaller but better philosophy, that gave him and others even more confidence to promote Northeastern. During the first few years of Jack’s presidency, we had an enormous increase in the public visibility of the university.”

Curry helped to enhance that public image by openly airing his own views on numerous education-related topics, even when those views were unpopular or different from those held by high-powered politicians whose support Northeastern needed. During his presidency, Curry wrote nearly 20 opinion pieces, many of which were published in the *Boston Globe* and the *Boston Herald*. He criticized Boston Mayor Raymond Flynn’s 1993 proposal to tax universities and hospitals, which ultimately failed.³ He lobbied against Massachusetts Governor William Weld’s significant cuts in state financial aid to students, which were reversed. He even spoke out against the Clinton administration’s attempts to subject private colleges and universities to high levels of federal and state control, helping assure that the proposal never reached fruition.⁴

And so, amidst this general spirit of lively debate and bold moves, Keady and his colleagues pulled out all the stops to gain the attention of the White House. The goal was to sell Northeastern as a good fit for Clinton: a school that catered to aspiring students from humble backgrounds, a place where hard work was valued, most expressly through the co-op program. And commencement would be held in the Boston Garden, where Clinton’s idol, John F. Kennedy, had addressed Northeastern graduates—including Curry—as a young senator in 1956.

The lobbying effort was intense. Northeastern called on its friends in Washington—Senator Edward Kennedy, Representative Joseph Moakley, and other members of the Massachusetts congressional delegation—to speak to White House officials on Northeastern’s behalf. Also pushing the Clinton staff was Christopher “Kip” O’Neill—son of legendary House speaker Thomas “Tip” O’Neill III—whose lobbying skills and relationship with the senior staff of the White House proved extremely useful. Others contacted the White House to put in a good word for Northeastern, including former Massachusetts governor and Democratic presidential candidate Michael Dukakis, a professor of political science at the university; Mayor Flynn; and university counsel William Hulsey, who, as a co-op student in 1987, had worked with then-governor Clinton and his wife Hilary. Curry’s own standing in Washington,

which had escalated owing to his tireless lobbying efforts on issues vital to higher education, also helped convince the White House to consider Northeastern.

For months, Keady was on pins and needles. The initial group of 800 institutions vying for Clinton was narrowed to 200. Then 50. Then 25. Then 6. Remarkably, Northeastern was still in contention. By the beginning of May—less than seven weeks before Northeastern's commencement, and well past the time when the speaker was typically chosen and confirmed—some university officials were urging Curry to choose another speaker. Curry, ever the optimist, said no. By May 3, it had come down to two institutions, Northeastern and Dartmouth, where Clinton's labor secretary, Robert Reich, had gone to school and had just been named to the board of trustees.

Keady, for his part, had made sure that a Clinton visit to Boston would be a day well spent. He convinced an aide to Senator Kennedy to push a Kennedy fundraiser, originally scheduled for the Sunday after Northeastern's graduation, to the commencement day itself. The idea was that Clinton could speak at the Garden, then move on to the Kennedy fundraiser, then travel to Maine for a fundraiser for Senator George Mitchell.

It all must have made sense to the White House, because on May 5, Clinton chose Northeastern. Keady wanted to tell Curry right away; he eventually tracked him down at Cabot Gym, where he was cooling down after a run. When Keady broke the news, Curry beamed. And gave Keady a bear hug.

• • •

Curry took a risk in pushing for Clinton and waiting until the last minute for him to confirm. But the Curry administration was all about risk and the potential rewards that accompany it. Says business dean David Boyd, "Jack understood that if you eliminate risk, you eliminate the future."

Mishac Yegian, chair of Northeastern's civil engineering department, agrees. "When enrollments went down, instead of planning for shrinking, Jack made investments, he built up the infrastructure, and he found alumni and government resources to help do that," he says. "That's a tough corporate decision. Usually when you're shrinking, you sell, but Jack thought big. He thought the future."

Assistant history professor Gerald Herman, who has been deeply involved in faculty governance for many years, adds that Curry and his colleagues "were able to take what was clearly adversity and turn it to opportunity."

A key element of the Curry administration was the push for colleges and departments to be entrepreneurial and creative, in spite of financial constraints. Many of those who served as academic deans during the Curry years

say that their colleges were able to improve, and their own jobs were made more challenging, because of the university's overall drive toward excellence.

"If you had an idea and wanted to develop it, Jack was someone you could talk to about it and who supported it if he thought it was a good idea," recalls Daniel Givelber, law school dean during the Curry years. "My experience with Jack was that he was accessible, ready to listen, and receptive to new ideas, even if they didn't fit into the traditional mold of the way decisions were made at Northeastern."

"Anything that I wanted to try, when I would say to Jack, 'What do you think about this?' he would say, 'Try it,'" says Eileen Zungolo, nursing dean during Curry's tenure. "I always felt I could try anything. And if it didn't work, we would pick up the pieces and see what other approach we could try."

Indeed, there were times during the Curry years when officials did have to "pick up the pieces." The layoff of nearly 200 employees was gut-wrenching; the hiring freezes, delays in pay raises, and midyear budget cuts were disruptive; and the constant scrutiny of the university's financial situation created a general sense of unease about the future.

Yet surprisingly, morale on campus was good. "Even though people were disappointed they weren't getting pay raises and other things, they could see that the university was improving," says civil engineering's Yegian. "Northeastern was becoming much more of a quality institution. Obviously, that helped our morale."

Northeastern economist Paul Harrington echoes this sentiment. "Jack," he says, "made us feel better about ourselves."

The openness with which business was conducted was also crucial in shepherding the university through a difficult period. Information-sharing was especially significant for faculty members who had at times in the past felt distrustful of the administration.

"Both the provost's and the president's office were open to meeting with faculty on any issue at any time," recalls provost Michael Baer. "Jack in particular was very consultative with the Faculty Senate agenda committee and other groups on budgets and programs. The openness with which data and information were treated during our difficult times made faculty feel they were part of the institution."

Adds computer science dean Larry Finkelstein, "Jack was a trust agent. When you're dealing with troubling times, you need people you can trust. And during Jack's administration, trust became not only socially acceptable but socially required."

On a more personal level, Curry's accessibility to faculty, administrators, and staff across campus played a critical role in making people feel more at ease during stressful times. "Jack was always available," recalls James

Gozzo, Bouvé dean during the Curry administration. “He made everybody feel comfortable. He really didn’t have any regard for status; he treated everybody as people. He listened, and when he listened, it was clear that he really cared.”

...

Partly because of Curry’s personal accessibility and partly because of the impressive gains made during his tenure, many were surprised and sad-



President Curry poses in 1989 with his wife Marcia (seated) and children (from left) Timothy, Susan, and Robert.

dened when the president announced, in fall 1995, that he would step down at the end of that academic year. He explained that he wanted to spend quality time with his family and pursue other service opportunities and personal interests such as reading, writing, traveling, and film studies. “There comes a time when you say, ‘I want to do something for me,’” he told the *North-eastern Voice*.⁵

After Curry’s announcement, plans immediately got under way to find a new president. That effort would lead, in May 1996, to the naming of Northeastern’s sixth president, Richard M. Freeland, who was chosen from a nationwide field of more than 100 candidates, and who would take over in the fall of that year.⁶

Through the 1995–96 school year, in the meantime, Curry’s colleagues and peers offered many positive assessments of his presidency. Trustees, faculty members, administrators, and staff noted that, while some individuals had had negative perceptions about Curry at the start of his presidency, those views had been turned around.

“Almost to a man, the people who initially were not supportive of, and not very happy about, the choice of Jack, became very strong and outspoken supporters of what he did,” says trustee Frederic Hersey. “He quickly won support for his policies and his actions.”

Arvin Grabel, who chaired the Faculty Senate’s agenda committee during Curry’s tenure, recalled how, when he was on the search committee

that chose Curry, “people criticized [Curry] for two weaknesses: he was an internal candidate without national recognition and he was not an academic.” He added, “Ironically, those became his two strengths.”⁷

People didn’t have to look very far to be convinced that Curry had been the right choice as president. In Curry’s view, and in the view of many others on campus, the most dramatic and important change was that the vision of “smaller but better” slowly and steadily became reality: SAT scores rose 70 points; independent organizations rated the university higher in academic categories; new facilities were built to boost research, teaching, and student services; and individual colleges gained outside recognition for outstanding programs and top-performing researchers.

“I give Jack high marks for the movement toward quality academics at Northeastern,” says Neal Finnegan, who was elected trustee chair after George Matthews stepped down from the post in 1998, and who had chaired the special trustees committee that examined Northeastern’s enrollment policy. “That Jack shifted gears from his own open enrollment mindset to the ‘smaller, better’ program is the most important thing that happened.”

When Boston University president John Silber learned of Curry’s retirement, he wrote to him, “Your success in achieving a financial and academic turnaround in an incredibly few years is an achievement of which you can be immeasurably proud, and one for which you will be honored for generations at Northeastern.”⁸

Under Curry, stabilization of enrollments at a sustainable level was key to a successful future for Northeastern. Achieving that goal required increased financial aid, improved campus facilities, stronger public relations, and, most important, a more selective admissions policy. All those foundations were put in place on Curry’s watch, and the goals were accomplished in less than seven years.

Curry was proud of the fact that the budget was balanced and that there was a surplus each year of his presidency, even with all the financial difficulties. A comment he made in his 1995 speech to the university’s corporation sheds light on how he saw his role. “Managing a complex educational institution these days is very much like running a corporation,” he said then. “It requires an ability to react swiftly to market shifts, to respond aggressively to competitive pressures, to act resolutely in the face of unexpected crises, and to adapt readily to consumer demand. To do that, you need the fancy footwork of a broken-field runner. It is not a business for the faint of heart.”⁹

Time and again, people would say that only Jack Curry could have acted as that “broken-field runner.” Many feel he helped get the university through the most difficult period in its history to date.

“There’s no doubt in my mind that he saved the institution,” says Bouvé’s Gozzo.

“I don’t know if there are many people who could have done the job that he did,” adds trustee Richard Egan, whose multimillion-dollar gift helped fund Northeastern’s new science-engineering center. “You get many people who are good in good times, but you get very few people who are good in bad times. Jack was one of those people.”

The gains made during the Curry years would provide a strong groundwork for future advances at Northeastern. The increased quality of the student body and the faculty, the new and enhanced facilities, the strong fundraising that buttressed the academic improvements—all played a key role as the “factory” on Huntington Avenue moved well beyond its humble birth as an auto repair school to become, in fewer than 100 years, a shining young star among the nation’s constellation of research universities.

The items cited here are from printed materials; interviews with individuals, while not cited, account for much of the information found in the text. Those individuals who gave interviews are listed in the acknowledgments, pp. vii–ix. Offices specified in the endnotes are located at Northeastern University, 360 Huntington Avenue, Boston, Massachusetts.

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NORTHEASTERN UNIVERSITY CHRONOLOGY
1989–1996

1989–90 John Anthony Curry is named the fifth president of Northeastern University in June 1989.

Northeastern's endowment stands at \$150 million in July.

Barron's elevates Northeastern from its status as "less competitive" to a "competitive plus" institution.

The Henderson Boathouse is dedicated in November.

The Center for Effective Teaching is created.

Roy Wooldridge, vice president for cooperative education, retires in December; Karl Weiss is appointed interim vice president for co-op.

Curry is inaugurated as president in December.

The university provides 500 personal computers for students and begins aggressive actions to add more.

Student Mark Belmore is murdered near campus in January.

The trustees approve a second mortgage plan, allotting \$1.6 million to attract new faculty to the university.

In March, an international conference, "Particles, Strings, and Cosmology," is held on campus with Stephen Hawking as the main speaker, drawing physicists from around the world.

Senior vice president James King leads a Northeastern delegation to assist with free elections in Romania, funded by a grant from the U.S. Democracy Training Project.

1989–90 Journalist Marvin Kalb is the first speaker in a Presidential Lecture Series initiated by President Curry.
(cont.)

Partly in response to Fenway neighborhood concerns, a new student code of conduct is developed.

Interim co-op vice president Karl Weiss begins a major study of cooperative education with the involvement of 73 faculty and staff members. The so-called Cooperative Education Planning Project examines tenure for co-op professionals, administrative organization, marketing and advertising, and external funding.

In March, the trustees approve a 1990–91 budget of nearly \$232 million.

President Curry presents and the trustees approve a \$25 million tax-exempt bond program for a major renovation and expansion of the law school; relocation of the College of Criminal Justice to Churchill Hall; the purchase of computer, research, and instructional equipment; the renovation of Dodge Hall into a new home for the College of Business Administration; a feasibility study for a new engineering/science building; and the purchase of a new warehouse.

Scholarships are increased for Ell Scholars and other honors students.

In April, Michael Baer is named provost.

Reebok provides a \$750,000 grant for the Center for the Study of Sport in Society to combat racism in public schools.

In May, a major residence hall, West Hall, is named for Robert Willis, chairman emeritus of the Board of Trustees; another residence hall, at 115–119 Hemenway, is named in memory of Christopher Kennedy, beloved student affairs administrator and vice president for administration.

In a speech to the university's corporation in May, President Curry predicts that cost-containment measures will be needed for 1990–91 due to the recession, a decline in the number of high school graduates, and anticipated cutbacks in federal and state funding.

In June, President Curry freezes hiring for new positions and postpones salary increases until January 1, 1991.

1990–91 The university ends the 1989–90 budget year with a \$2.2 million surplus.

Asa Smallidge Knowles, Northeastern's third president, dies in August.

At the mid-September trustees' meeting, President Curry previews his "smaller but better" address to be delivered to faculty and staff the following week, in which he asks the community to join him in creating a bold new strategy leading to a leaner, better Northeastern. The trustees vote to create a special committee to assist Curry in addressing enrollment issues.

Snell Library, named for the building's main benefactor, George Snell, opens in the fall.

Robert Culver becomes senior vice president and treasurer.

In October, the Ruggles Building is renamed Ryder Hall in honor of Chancellor Kenneth Gilmore Ryder.

Northeastern acquires a property at 27 Tavern Road and demolishes it, allowing the possibility of future building on the west side of campus.

The university trims \$11 million from its \$232 million 1990–91 budget through salary deferral, a hiring freeze, and other measures.

President Curry calls for increased selectivity in admissions, noting that 10,300 of 10,600 applicants were admitted to the fall 1990 entering class.

In December, after studying co-op for several months, the Cooperative Education Planning Project committee makes more than 100 recommendations to enhance the program, including improving connections between academics and co-op; changing tenure eligibility for co-op professionals; and enhancing marketing, technology, research, and organization.

Barry Karger, director of the Barnett Institute for Chemical Analysis and Materials Science, receives the National Institute of Health's Merit Award for \$1 million.

Students ask that ROTC be ousted from campus by 1993; President Curry refuses but publicly denounces the U.S. Defense Department's policy discriminating against gays.

1990–91 Students recommend a major renovation of the student center.

(cont.)

In December, a guide to the nation's top business schools published by Prentice Hall lists the College of Business Administration's graduate program as one of the best in the country.

Barry Gallup is hired as football coach.

In January, President Curry announces the layoff of 175 administrative/professional staff; a total of 400 positions are eliminated through attrition, buyouts, and early retirement.

Provost Baer establishes a committee to consider merging the colleges of engineering and computer science.

In January, engineering professor J. Spencer Rochefort and senior research associate Lawrence O'Connor win a \$9.5 million, five-year U. S. Air Force grant.

President Curry eliminates four vice presidential positions as part of university downsizing.

Jeanne Rowlands, pioneer in women's athletics at Northeastern, retires; the men's and women's athletics departments are merged several months later.

American Rowing magazine selects Henderson Boathouse as the best boathouse in the United States.

Northeastern's development office announces its best cash year ever as The Century Fund—Phase II draws to a close.

In February, Boston Mayor Raymond Flynn chooses Northeastern to undertake a massive study of the Boston public schools.

Northeastern is admitted to the Yankee Conference in football.

State scholarships for Massachusetts college and university students drop from \$80 million to \$40 million.

The university purchases a new warehouse on Atherton Street in Jamaica Plain.

Northeastern ranks fourth nationally in terms of the number of physician assistant program students passing the national licensing examination.

1990–91 (cont.) In April, Neal Finnegan, chair of the trustees' special committee on enrollments, reports that the committee and Curry agree that Northeastern must improve selectivity and retention and move in new strategic directions.

In May, *U.S. News & World Report* rates the law school fourth nationally for its clinical training program.

Viewlogic Systems, Inc., of Marlboro, Mass., donates \$3 million in software, the largest such gift in the university's history.

In May, the university recognizes Thomas "Tip" O'Neill, Jr., Speaker of the House, by naming a political science chair in his honor.

Provost Baer announces a "strategic initiatives" program to generate academic innovation.

The trustees approve a \$213 million budget for 1991–92, \$19 million less than the previous year's budget.

In May, Jane Scarborough becomes Northeastern's first woman vice president, leading cooperative education; James Fox is named interim dean of the College of Criminal Justice.

President Curry is elected chairman of the Association of Independent Colleges and Universities of Massachusetts by his private university colleagues.

In June, The Century Fund—Phase II is successfully completed, surpassing its \$175 million goal by nearly \$12 million.

The W. K. Kellogg Foundation awards \$6 million to the College of Nursing and local university and health center partners for an initiative in community health education.

In a campus survey, 82 percent of students give high ratings to co-op.

In June, the Faculty Senate overwhelmingly supports a new faculty classification plan for co-op professionals.

James Fox is named dean of the College of Criminal Justice.

First Lady Barbara Bush speaks at Northeastern's June commencement.

Psychology professor Harlan Lane wins a prestigious MacArthur Foundation "genius" grant.

1991–92 Budget year 1990–91 ends with a surplus of more than \$350,000.

In the fall, the Center for the Study of Sport in Society is awarded \$1.1 million by the National Football League to nationally expand Project Teamwork, a public schools program aimed at combating racism and violence.

In August, President Curry is keynote speaker at the World Conference on Cooperative Education in Hong Kong.

Northeastern's office of international cooperative education wins a \$900,000 grant from the U.S. Agency for International Development to introduce cooperative education in Asia.

Sociology professor Jack Levin is named Massachusetts College Teacher of the Year.

In the fall, the electrical and computer engineering department ranks second in external funding only to the Massachusetts Institute of Technology among all New England electrical engineering departments, according to the American Society of Engineering Education.

More than 650 faculty and staff volunteer to become "freshman friends" to assure a more student-centered environment.

In October, President George Bush approves \$45 million for cooperative education expansion after intense lobbying by the Northeastern administration.

Northeastern's public relations department generates an all-time high of 2,000 national news placements per quarter.

In fall 1991, university-wide plant improvements include the landscaping of Cabot Court and the Hurtig-Robinson quadrangle, the renovation of Blackman Auditorium, the construction of a new entrance to Matthews Arena, and the creation of basketball courts on the Speare parking area.

Boston Edison sponsors a \$3.5 million energy conservation program at Northeastern.

In October, senior administrators complete an updated facilities master plan, including an engineering/science research center, new classrooms, a recreation center, parking improvements, and building renovations.

1991–92 Former criminal justice dean Norman Rosenblatt dies in December.
(cont.) Northeastern's financial aid budget is increased to \$16 million, up \$4 million from 1989, despite budget cutbacks in most areas.

Following the transfer of Boston University's graduate nursing programs to Northeastern, the programs receive accreditation.

In the winter, the Board of Trustees approves major parts of a five-year master plan for facilities, including an engineering/science research center, a new home in Dodge Hall for the College of Business Administration, a renovated administration building at 716 Columbus Avenue, a classroom building, a steam plant, an overhaul of Parsons Field, and a new telecommunications system. To fund master plan projects and refinance the university's debt, the trustees approve a \$90 million tax-exempt bond.

Forbes magazine lists 200 leaders of top small companies in the United States, noting that more of those leaders graduated from Northeastern than any other university.

Peter Stace is appointed vice provost for enrollment management in January.

Four hundred and fifty positions have been eliminated from the budget since late 1990.

Network Northeastern begins a new series of televised courses to area hospitals.

Northeastern receives a \$6 million federal grant for its new engineering/science research center.

President Curry is awarded a new five-year contract through 1996 following a favorable trustee review.

Despite an enrollment drop, Northeastern moves to expand and improve its classrooms by constructing new ones and upgrading existing ones.

In January, at a meeting of member presidents of the Association of Independent Colleges and Universities of Massachusetts, President Curry discusses the steps a university should take to position itself for the future.

1991–92 Thomas Campbell, distinguished law professor, is named interim dean of the law school.
(cont.)

In March, the Board of Trustees, on the recommendation of the administration, approves a 1992–93 budget of \$217 million.

The Associated Press runs a national story in March noting that Northeastern is “ahead of the curve” in facing the tough issues in higher education, and the Association of Governing Boards compliments the university for dealing proactively with budget problems by eliminating positions.

In April, colors and flags are added across campus to improve the environment and enhance building identification.

President Curry appoints a commission on tolerance, diversity, and community, chaired by MacArthur scholar Harlan Lane, to recommend ways for Northeastern to provide a welcoming environment for diverse populations.

For a week in May, the AIDS Quilt is displayed at Northeastern as a tribute to the university’s leadership on tolerance and diversity issues.

Since 1990, state scholarships for college and university students have been cut from \$86 million to \$35 million; Northeastern students’ portion drops from \$5.5 million to \$2.5 million in 1992 alone.

The university holds its first reception honoring all faculty members who published books during the 1991–92 academic year.

Northeastern’s alumni magazine is awarded a gold medal for best quality in the United States from the Council for the Advancement and Support of Education (CASE).

President Curry’s leadership of Northeastern is highlighted in the *Boston Business Journal*.

Hallenborg Way, a pathway between Leon Street and Huntington Avenue, is dedicated in memory of Northeastern’s physical planning director, Charles Hallenborg.

Speare Hall is designated as a “learning-living center” as Northeastern continues to differentiate its residence halls for greater student choice.

1991–92 (cont.) In May, Northeastern wins a national award from the Council for the Advancement and Support of Education for mobilizing alumni fundraising support.

Northeastern is the sole urban university honored by Barbara Bush and the American Association of Nurserymen for its landscaping improvements.

In June, the Board of Trustees approves a goal of \$225 million for the new Centennial capital campaign.

President Curry continues as chair of the Association of Independent Colleges and Universities of Massachusetts. In this role, he convinces the legislative leadership to override Governor Weld's veto and to boost state scholarships for college students from \$35 million to \$54 million for the following academic year.

The College of Nursing begins a new nurse anesthesia program with the New England Medical Center.

In July, President Curry visits President Hosni Mubarak of Egypt at the University of Alexandria to discuss the feasibility of introducing cooperative education to Egyptian universities.

David Hall is named dean of the School of Law.

1992–93 John D. O'Bryant, vice president for student affairs, dies in July.

The university ends the 1992 fiscal year with a surplus of \$231,000.

In the fall, average SAT scores for entering freshmen are 34 points higher than in 1991, with the national average up only 3 points for that same period.

Despite the recession, 97 percent of Northeastern's co-op students are working.

A new academic strategic planning process, initiated by provost Baer, begins with the creation of a steering committee, college task forces, university-wide task forces, and a set of operating principles, with the anticipation that hundreds of faculty members will be involved.

Freshman enrollments top 2,500, stronger than the budgeted figure of 2,400.

James Fox is appointed dean of the College of Criminal Justice.

1992–93 In October, the university names its African-American Institute in
(cont.) honor of John D. O’Bryant.

Karen Rigg is named vice president for student affairs; George Harris is named vice president for information services.

President Curry is elected chair of the Boston-Fenway group of institutions committed to improving thoroughfares and gateways in the Fenway and Roxbury areas, particularly Huntington Avenue and Melnea Cass Boulevard.

Vice provost Peter Stace introduces a new integrated enrollment management model at Northeastern.

Provost Baer announces that between 1990 and 1992, budget cuts in academic areas have totaled \$33 million.

In October, Northeastern receives a \$9 million federal grant for the engineering/science center in addition to \$6 million previously obtained, thanks to intense congressional lobbying.

President Curry—along with Congressman Joseph Moakley and broadcaster Liz Walker—receives the Lena Park Community Development Corporation’s Hecht-Shaw award for contributions to Boston.

President Curry institutes a smoking ban on campus.

The Warren Center in Ashland is converted from solely a recreation center to a major conference center.

Northeastern begins the first phase of its computer networking project, aimed at creating the so-called connected campus.

In December, Mayor Raymond Flynn names Northeastern the “best non-profit institution” in Boston.

President Curry is named to a three-year term on the board of directors of the National Association of Independent Colleges and Universities.

By December, honors students enrolled at Northeastern number more than 1,200, up from 400 in 1989.

Trustee George Behrakis provides \$1 million for an endowed chair in the Bouvé College of Pharmacy and Health Sciences.

1992–93 (cont.) In January, the administration announces that 626 positions have been eliminated from the budget since late 1990.

The university modernizes 31 computer labs.

President Curry— along with MIT president Charles Vest and Harvard president Neil Rudenstine— is elected to the Massachusetts Business Roundtable.

In a winter referendum, students approve raising their \$12.50 quarterly student center fee to \$50 to help pay for a renovated center.

In March, President Curry receives the American Jewish Committee's Institute of Human Relations Award for his humanitarian work.

In April, senior vice president Robert Culver announces that, in real dollars, the 1994 projected budget is 20 percent lower than the 1990 budget.

The lobby of Richards Hall is upgraded to provide an improved entryway to the admissions office.

In May, President Curry is elected chair of the Yankee Conference presidents.

Assistant engineering dean David Blackman wins more than \$5 million from the National Science Foundation to assist 4,000 minority students in the Boston schools in math education.

President Clinton, through his National Service Program, awards \$1 million to City Year and its educational partner, Northeastern.

Larry Finkelstein is named interim dean of the College of Computer Science.

Enrollment officials report that inquiries for the freshman class improved from 14,000 to 69,000 in one year.

In May, Northeastern's endowment stands at \$211 million, representing growth of 39 percent since 1989.

The College of Criminal Justice and the African-American Institute both celebrate silver anniversaries.

In May, the National Association of College and University Business Officers gives its annual "rightsizing" award to Northeastern.

1992–93 (cont.) In June, the NBC News show *Nightline* features a segment on Northeastern and cooperative education.

The trustees approve a \$17 million student center renovation.

In June, Katherine Pendergast is named vice president for human resources management.

The university decides to provide same-sex health benefits for the partners of its faculty and staff.

President Clinton is Northeastern's commencement speaker, addressing a packed house at the Boston Garden and prompting national media focus on the university.

1993–94 At President Clinton's invitation, President Curry, student commencement speaker Douglas Luffborough, and Luffborough's mother visit the White House.

In August, President Curry meets in Dublin with Irish president Mary Robinson and is elected deputy president of the World Association for Cooperative Education.

Reggie Lewis, Husky hoop star and Boston Celtic captain, dies; his funeral at Northeastern's Matthews Arena draws huge crowds.

Fiscal year 1993 ends with a surplus of \$993,000; the endowment stands at \$223 million in September.

Three renovated facilities open: Dodge Hall, the university bookstore, and the student center food court.

Average SAT scores of entering freshmen rise to 996, up 50 points over a two-year period; retention is up 5 percent among upper-classmen.

A statue of Cy Young, a gift from the Red Sox and the Yawkey Foundation, is placed outside Churchill Hall on the site of the first World Series in 1903.

Governor William Weld speaks at the 30th anniversary of the Center for Continuing Education; he also appoints President Curry to the board of directors of the Massachusetts Educational Financing Agency.

1993–94 (cont.) In October, a student residence at 157–163 Hemenway Street is dedicated in memory of Kenneth Loftman, longtime member of the Board of Trustees.

The Robinson quadrangle is landscaped.

Provost Baer announces the completion of a new strategic plan for academics.

President Curry is invited to the White House Rose Garden for President Clinton's National Service Program announcement. Eli Segal, head of the program, praises Curry for being the first university president to support the program's concept.

Students plan for the renovation of the upper floors of the student center.

President Curry names the Distinguished University Professors for trustee chair George Matthews and his wife, Kathleen Waters Matthews, major benefactors for the program.

In fall 1993, alumni annual giving increases to \$2 million a year, from a start of \$5,000 in 1943.

The “Flame of Hope,” Northeastern's first outdoor sculpture—donated by Stanley Young—is placed at the corner of Huntington Avenue and Forsyth Street.

The trustees approve plans for a new \$12 million recreation center at the corner of Huntington Avenue and Forsyth Street, the first recreation building on campus since the Cabot Center, built in 1954.

Project Vote Smart, a national election monitoring group, moves to Northeastern, offering opportunities for 150 interns to become involved in election processes.

Northeastern's student chapter of the American Society of Civil Engineers, known for its community service projects, wins the Society's Ridgway Award for the ninth time for being the most outstanding group of its kind in the country.

University College opens an emergency medical services institute in Ireland.

1993–94 (cont.) Northeastern's physician assistant program signs a five-year agreement with the Tufts School of Medicine to perform community-based teaching programs.

The Faculty Senate approves the new academic strategic plan. A short time later, the plan is approved by the entire faculty and later by the trustees. The plan's themes revolve around the idea of the "connected campus"—an enhanced intellectual community, a student-centered campus, and a culturally diverse university.

Northeastern affiliates with Hebrew College, allowing students to take courses there.

By December, Northeastern has eliminated nearly 700 positions since late 1990; excluding financial aid, debt service, salary pools, and buy-outs, the projected operating budget for 1995 will be 7 percent lower than the 1990 budget.

In March, Irish president Mary Robinson receives an honorary degree from Northeastern.

The trustees approve an operating budget of \$241 million for 1994–95.

In the spring, Northeastern's increased selectivity prompts Moody's to rate the university A; Standard & Poor's rates it A/A–.

National Jurist magazine rates Northeastern the top school in the country for public interest law.

P. J. Patterson, prime minister of Jamaica, is awarded a Northeastern honorary degree in May.

Outstanding trustee benefactor George Snell, who provided naming gifts both for Snell Library and Snell Engineering Center, provides another \$300,000 to enhance endowed professorships in engineering and health sciences.

President Curry receives an honorary degree from Hebrew College and is elected to Northeastern's athletics Hall of Fame.

After serving Northeastern for more than 33 years, Eugene Reppucci, Jr., senior vice president for development, announces in March that he will retire the following December.

1993–94 (cont.) In April, the prestigious Carnegie Foundation upgrades Northeastern from its designation as a Doctoral II institution to a Research II institution, an upgrade of two levels, putting the university in a category shared by only 70 other U.S. universities.

Larry Finkelstein is named dean of the College of Computer Science.

President Curry travels to Indonesia and Malaysia to help these countries introduce cooperative education at their universities.

The renovated Dodge Hall is dedicated in May. Trustee Richard Ockerbloom, president of the *Boston Globe*, led the successful drive to raise \$4.6 million toward the \$12 million cost of the renovation, which provided a new home for the College of Business Administration.

Student affairs vice president Karen Rigg introduces a longer summer orientation program for freshmen aimed at strengthening their connection to the university.

Northeastern completes the first phase of its plan to wire the campus for the Internet and begins the second phase.

Northeastern's alumni magazine wins a top award from the Council for the Advancement and Support of Education, along with Notre Dame, Duke, and Rice universities.

In May, trustee Richard Egan provides the single largest gift in the university's history—\$6.7 million—to name the new engineering/science research center.

In a speech to the university corporation on May 24, President Curry announces that four heads of state visited Northeastern in 1993–94; SAT scores are up more than 70 points since 1989 to an average of 1005; and honors students number 1,380, up from 300 in 1989.

Development vice president Royal Toebes dies in June.

Ira Weiss is named dean of the College of Business Administration.

Trustee Harvey “Chet” Krentzman provides \$700,000 to fund landscaping at Northeastern; the university names its Huntington Avenue quadrangle in his honor.

Northeastern breaks ground for a new classroom building, the centerpiece of the university's expansion toward the west side of campus.

1994–95 In August, President Curry is elected president of the World Association for Cooperative Education at its meeting in Auckland, New Zealand.

Fiscal year 1994 ends with \$16.8 million in fundraising pledges, making it the second best fundraising year in the university's history; the university's operating budget shows a surplus of more than \$800,000.

Northeastern enters its fifth and final year of smaller classes replacing larger classes; there are now 10,600 undergraduates in school, down from 15,200 in 1989–90.

In September, the university installs five computer kiosks across campus, allowing students easy access to information about schedules, advising, and grades.

The university opens a new downtown campus at 89 Broad Street.

A new International Student Center opens in the Ell Building.

An October *Wall Street Journal* article features Northeastern as a university remaking itself.

Undergraduate enrollments remain stable but increased competition causes graduate school and University College enrollments to drop, creating a \$3.5 million budget problem.

Ground is broken for the Maureen and Richard J. Egan Engineering/Science Research Center in October.

Northeastern holds a public kickoff for its Centennial Campaign in November at the Copley Plaza hotel.

Muhammad Ali is presented an honorary degree at the Center for the Study of Sport in Society banquet.

In December, senior vice president for development Eugene Repucci, Jr., retires after 33 years of service to the university.

The Pew Foundation selects Northeastern as one of 30 universities to host the prestigious Pew Roundtable on campus, due largely to the university's strategic planning effort.

The trustees approve a new three-year contract for provost Baer following a favorable evaluation.

1994–95
(cont.) Implementation of the academic strategic plan begins. Themes include forming a more student-centered learning environment, focusing on quality, improving infrastructure to support academics, strengthening community outreach and involvement, and better integrating co-op and academics.

U.S. Secretary of Labor Robert Reich delivers the keynote address at the November celebration of the Master of Public Administration program's 25th anniversary.

Richard Meyer is named senior vice president for development in December; Robert Vozzella becomes vice president for cooperative education.

To adjust for a \$3.5 million expected budget problem, academic and administrative budgets are reduced an average of 2.6 percent.

Northeastern announces an honors scholarship program for Boston high school graduates in the top 5 percent of their class and need-based scholarships for those with B averages.

The Fenway cultural district is enhanced by the addition of greenery on a traffic island outside the Boston YMCA.

The trustees approve a \$7 million bond to complete the job of wiring all campus buildings to give every faculty member, student, and administrator computer connections to the rest of the university and the world beyond.

With an improved campus environment, residence halls report 97 percent occupancy.

President Curry is among a small number of college and university leaders to meet with House Speaker Newt Gingrich to stress the importance of federal financial aid for students.

In January, Boston Mayor Thomas Menino delivers his "State of the City" address at Northeastern.

A committee chaired by history professor William Fowler begins to evaluate Northeastern's athletics department for compliance with NCAA academic and fiscal integrity standards.

In March, the trustees approve a fiscal year 1996 budget of \$252 million.

1994–95 President Curry announces that \$5 million has been cut from the (cont.) fiscal year 1995 budget to cover a projected shortfall.

Northeastern receives a \$2 million equipment grant for the Egan Center from the National Science Foundation.

The W. K. Kellogg Foundation provides \$2.6 million to the College of Nursing for its community health education program and \$1 million more for the college's involvement with the "Boston Rises to Help Its Poor" program.

In the spring, Ryder Hall is refurbished with 29 classrooms and a new student commons; redesign of 716 Columbus Avenue is completed and several hundred administrators move in, establishing a Northeastern presence in Roxbury for the first time.

In April, ground is broken for Northeastern's new recreation center, funded by a multimillion-dollar grant from alumnus Roger Marino and his wife, Michelle.

The Faculty Senate approves the awarding of "experiential learning" credit for co-op on student transcripts.

In May, Northeastern implements the "Academic Common Experience" as the core learning model for undergraduates.

Trustee chair George Matthews and President Curry write an article for the May/June issue of *Trusteeship* about making Northeastern "smaller but better."

President Curry appoints a blue-ribbon commission, headed by attorney and Boston Coalition head John Driscoll, to investigate the integrity of Northeastern's athletics programs and allegations of Reggie Lewis's drug use in the 1980s.

U.S. News & World Report names the College of Criminal Justice one of four leading criminal justice programs in the country.

The College of Engineering merges its mechanical and industrial engineering programs.

The College of Business Administration begins offering a joint MBA–health management program in conjunction with Tufts Medical School and Brandeis University.

1994–95 (cont.) Law students are passing the Bar at a rate of 93.7 percent, second highest among Massachusetts law programs; the law school opens a new Urban Law and Public Policy Institute.

Boston University honors President Curry with its Alumni Award.

Massachusetts governor William Weld delivers the keynote address at Northeastern's June commencement.

Offices of the World Association for Cooperative Education move from Canada's Mohawk College to Northeastern.

1995–96 In August, President Curry presides at the World Conference on Cooperative Education in Kingston, Jamaica.

Fiscal year 1995 ends with a surplus of \$18,000; the endowment stands at \$253 million as of September; and total university assets have increased by \$21 million since fall 1994. In addition, the year saw \$2 million spent on faculty buyouts.

Average freshman SAT scores rise 13 points to 1004. Bouvé College's freshman scores have risen 100 points since 1992. The Alternative Freshman Year developmental program now enrolls 13 percent of freshmen, down from 25 percent at its peak.

The new classroom building opens.

Total pledges of \$20 million make 1994–95 the best fundraising year in Northeastern's history.

Northeastern's Disability Resource Center now serves 555 students, up from 100 served in 1988.

As of the beginning of fall quarter, 98 percent of co-op students are employed.

Trustee John Lowell provides \$1.1 million to move the Lowell Institute, an evening technical program, from MIT to Northeastern.

The Center for the Study of Sport in Society receives a \$1 million grant from President Clinton's AmeriCorps program to support national expansion for Project Teamwork, aimed at training youth in conflict resolution.

Astronaut alumnus Albert Sacco, Jr., carries the Northeastern University flag on the space shuttle.

1995–96 Boston Mayor Thomas Menino provides \$4 million for improvements (cont.) to the Fenway cultural district along Huntington Avenue.

Senior vice president Robert Culver begins negotiations to purchase an office building and land tracts near the university on a site known as Parcel 18.

Key trustee benefactor George Snell provides \$300,000 to upgrade Northeastern's library archives.

Resurfacing of the ice at Matthews Arena creates one of the best skating surfaces in Boston.

Although freshman enrollment goals are met, lower-than-anticipated enrollments in the upper classes and in continuing education cause a \$3 million budget problem.

The American Council on Education chooses President Curry to be a university spokesman on federal financial aid in radio broadcasts reaching 900 stations nationally.

The law school receives a \$1.6 million Department of Education grant to support its urban legal education work.

In November, Jean Eddy is named vice provost for enrollment management.

The strategic planning implementation process continues with FIPSE (Fund for the Improvement of Postsecondary Education) providing financial support to Northeastern for its Academic Common Experience initiative.

The American Council on Education selects Northeastern as one of six universities ahead of the curve in transforming their institutions.

Barron's names Northeastern an outstanding institution.

The College of Engineering combines its mechanical and industrial engineering departments into a new department of mechanical, industrial, and manufacturing engineering.

Northeastern's Excellence in Teaching awards are named for beloved mechanical engineering professor Alfred Ferretti in December; in February, the university celebrates Ferretti's 100th birthday.

In December, the *Wall Street Journal* profiles law dean David Hall and describes the school's emphasis on public interest law.

1995–96 A Graduate Student Association is formed at Northeastern University.
(cont.) A new Latino Student Center opens on Forsyth Street.

In January, faculty members say they are willing to give up raises for 1996–97, provided the university continues investments in technology and buyouts.

In February, the Boston Coalition provides \$50,000 for Northeastern to take a leadership role in alcohol education programming.

The trustees approve a 1996–97 budget of \$259 million.

President Curry forms a restructuring committee of faculty, administrators, staff, and students to make recommendations concerning ongoing structural imbalances in the university's budget.

In March, senior vice president Robert Culver announces that, in real dollars, university operating expenses have been reduced by 26.4 percent since 1990.

The trustees authorize borrowing from the endowment fund to finance additional faculty buyouts and technology improvements.

The Krentzman Quadrangle is dedicated in May.

The Centennial Campaign, with a goal of \$225 million, has \$175 million in hand; gifts have come in from more than 20,000, or 21 percent, of alumni.

As of March, the endowment stands at \$273 million, in the top 90 among universities and up 100 percent since 1989.

The *Princeton Review* names the law school best in the nation in terms of quality of life for faculty and students.

The university introduces the idea of a parking garage on Parcel 18 and additional housing units on Columbus Avenue.

At June commencement, the Board of Trustees awards an honorary degree to President Curry.

Fall 1996 As President Curry steps down in September, \$191.3 million toward the \$225 million Centennial Campaign is reached; of the total, \$92.5 million has been raised to support academic programs.

Freshman enrollments again exceed goals, as 2,975 new students register, with enrollments higher than expected in every college.

Fall 1996 (cont.) The restructuring committee, which has examined Northeastern's budget for several months, presents a plan to Curry and incoming President Richard Freeland suggesting a \$9 million cut in the operating budget and various methods to increase revenue by \$6 million.

President Curry's final budget (1995-96) is balanced with a surplus of \$93,000; the endowment stands at \$286 million.

NEW ACADEMIC PROGRAMS
1989–1996

	PROGRAM/DEGREE	COLLEGE
1990	M.S. in Nursing	Nursing
	B.A./B.S. in Environmental Geology	Arts and Sciences
	Ph.D. in English	Arts and Sciences
	B.S. in Education—dual major	Arts and Sciences
	B.S. in Biochemistry	Arts and Sciences
1991	B.S. in Music	Arts and Sciences
	Ed.D in Psychology Counseling (School Counseling)	Boston-Bouvé College of Human Development Professions
	B.S. in American Sign Language- English Interpreting	Arts and Sciences
1992	M.S. in Accounting/M.B.A.	Business Administration
	M.S. in Taxation	Business Administration
	B.S. in Biological Science	University College

1993	B.S. in International Business	Business Administration
	M.S. in Education/ Special Education	Bouvé College of Pharmacy and Health Sciences
	M.S. in Applied Educational Psychology	Bouvé College of Pharmacy and Health Sciences
	Pharm.D.	Bouvé College of Pharmacy and Health Sciences
	B.A. in Computer Science (retroactive to 1989)	Computer Science
	B.S. in Human Services	Arts and Sciences
	M.S. in Finance	Business Administration
	Ph.D. in History	Arts and Sciences
1994	M.S. in Cardiopulmonary Sciences (Perfusion Technology)	Bouvé College of Pharmacy and Health Sciences
	M.S. in Operations Management	Engineering/ Arts and Sciences
	B.S. in Behavioral Neuroscience	Arts and Sciences
	M.A.T. Master of Arts in Teaching	Arts and Sciences
1995	M.S. in Physical Therapy	Bouvé College of Pharmacy and Health Sciences
1996	Ph.D. in Public and International Affairs	Arts and Sciences
	M.S./M.B.A. Interdisciplinary Nursing and Business Administration program	Nursing/Business Administration
	B.A. in International Politics, Culture, and Trade	University College

PROFESSORSHIPS AND CHAIRS
THROUGH 1996

- 1996 Lipman Family Professorship in Criminal Justice
- 1995 Raymond Bradstreet Chair in Analytical Chemistry
- 1994 William F. Allen, Jr./Stone and Webster Distinguished Professorship
- 1993 George J. and Kathleen Waters Matthews Distinguished Professorship Program
- 1992 George D. Behrakis Professorship in Pharmacy
- 1991 Bernard A. Stotsky Professorship in Jewish Historical and Cultural Studies
- 1991 Thomas P. O'Neill, Jr., Professorship
- 1990 Stanton W. and Elizabeth K. Davis Distinguished Professorship in American Literature
- 1989 Camp Dresser & McKee, Inc., Professorship in Civil Engineering
- 1988 International Test Conference Professorship in Electrical and Computer Engineering
- 1988 Philip R. McDonald Professorship in Business Administration
- 1987 William O. DePietro Professorship in Chemical Engineering
- 1984 James L. Waters Chair in Analytical Chemistry
- 1983 Avram J. and Carol R. Goldberg Professorship
- 1982 Joseph G. Riesman Professorship in Business Administration

- 1981 William Lincoln Smith Chair in Engineering
- 1981 Cabot Corporation Professorship in Chemical Engineering
- 1981 Robert D. Black Professorship in Engineering
- 1981 Patrick F. and Helen C. Walsh Research Professorship in Business Administration
- 1981 Analog Devices Career Development Professorship in Electrical and Computer Engineering
- 1980 Joseph M. Golemme Professorship in Accounting
- 1980 Frank L. and Bertha J. Richardson Professorship in Law
- 1980 Eleanor W. Black Professorship in Allied Health
- 1975 Edward W. Brooke Professorship in Political Science
- 1972 George A. Snell Professorship in Engineering
- 1972 Lorraine C. Snell Professorship in Health Care
- 1972 Lillian L. and Harry A. Cowan Research Chair in Accounting
- 1971 Harold A. Mock Professorship in Accounting
- 1969 Donald W. Smith Professorship in Mechanical Engineering
- 1968 Edwin W. Hadley Professorship in Law
- 1967 Robert G. Stone Professorship in Mathematics
- 1967 Asa S. Knowles Chair in Cooperative Education

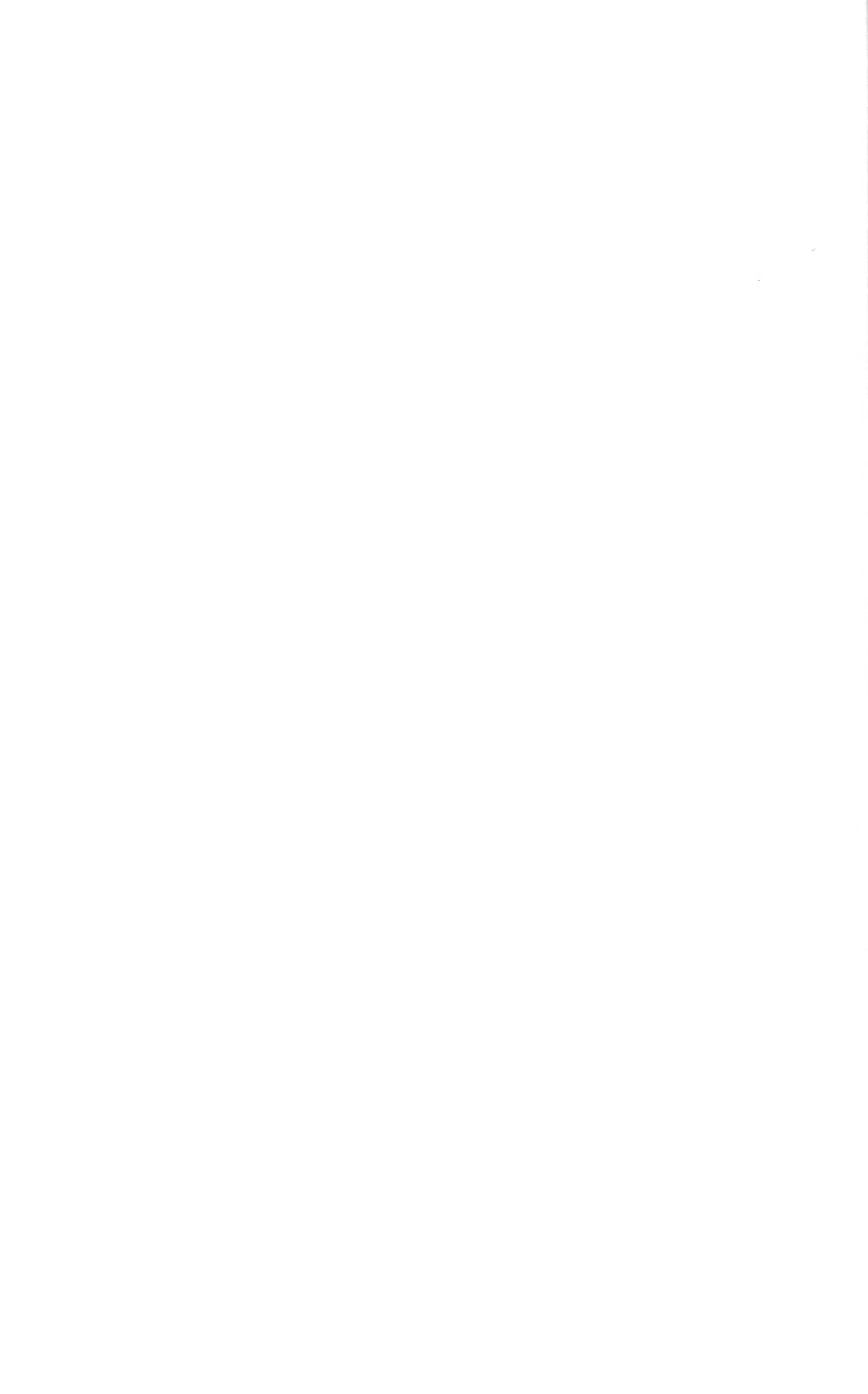
FACULTY AND STUDENT LEADERS
1989-1996

FACULTY SENATE AGENDA COMMITTEE CHAIRS

WESLEY MARPLE, JR.	1989-90
WESLEY MARPLE, JR.	1990-91
RICHARD DAYNARD	1991-92
STUART PETERFREUND	1992-93
SHARON MCKINNON	1993-94
ARVIN GRABEL	1994-95
ARVIN GRABEL	1995-96

STUDENT GOVERNMENT ASSOCIATION PRESIDENTS

DEBORAH EDWARDS	1989-90
SANDRA MAJOR	1990-91
JAMES PATTERSON	1991-92
KATHRYN ZEIDLER	1992-93
JOSEPH DIAS	1993-94
DANIEL BERNAL	1994-95
CHRISTOPHER SCHOENEGER	1995-96



MEMBERS OF THE GOVERNING BOARDS
1989-1996

ABRAMS, JULIUS, Chairman of the Board (retired), Abrams Construction Group. Member of the Corporation, 1960-96.

ALBERTINI, RICHARD A., Regional Director, Suffolk Construction Co., Inc. Member of the Corporation, 1990-91.

ALLEN, WILLIAM F., JR., Chairman & CEO, Stone & Webster, Inc.; Chairman, Stone & Webster, Inc.; Chairman (retired), Stone & Webster, Inc. Member of the Corporation, 1975-; Board of Trustees, 1983-92; Lifetime Trustee Emeritus, 1992-; Vice Chair, 1990-92; Vice Chair Emeritus, 1992-.

ANASTOS, ERNIE, News Anchor and Host, CBS-TV; Owner, Talk Show Host, New Mass Media, WTZA-TV; Host, Our Home Life Television, Hearst Entertainment; Host, Our Home, Lifetime TV, ABC/Hearst. Member of the Corporation, 1991-.

ARTHUR, JACQUELINE D., Senior Vice President for Strategic Planning and Corporate Development, Dennison Manufacturing Co.; Vice President for Finance, M/A-COM. Member of the Corporation, 1990-92.

AS'AD, YOUSEF A., General Manager, Dar Engineering Works and Contracting International Co.; President, Dar Engineering Works and Contracting International Co. Member of the Corporation, 1982-; Board of Overseers, 1995-.

AUGER, DIANA, Senior Trade Affairs Consultant, Syntex (U.S.A.) Inc.; Senior Trade Affairs Consultant (retired), Syntex (U.S.A.) Inc.; Attorney at Law. Member of the Corporation, 1971-; Board of Trustees, 1972; Honorary Trustee, 1979-88; Lifetime Trustee Emerita, 1988-.

AWKWARD, ROBERT J., Senior Human Resources Manager, Wang Laboratories, Inc.; Senior Human Resources Manager, Arthur D. Little, Inc.; Director for Human Resources, Abt Associates, Inc. Member of the Corporation, 1989-.

BALDWIN, GEORGE R., President and CEO, Kaler Carney Liffler & Co., Inc.; Area Chairman, Arthur J. Gallagher & Co. Member of the Corporation, 1990–.

BALLOU, KENNETH W., Senior Operations Manager, Ryder Systems; President (retired), Wellesley Motor Coach Co. Member of the Corporation, 1986–; Board of Overseers, 1990–.

BARLETTA, VINCENT, President, The Barletta Co., Inc. Member of the Corporation, 1978–; Board of Trustees, 1978–.

BARNETT, LOUIS H., Founder and CEO (retired), Loma Plastics; Owner-President, Louis Barnett Investment. Member of the Corporation, 1984–; Board of Overseers, 1986–91.

BATES, CHARLES L., JR., Chairman Emeritus, Valtek Inc. Member of the Corporation, 1991–94.

BATESON, LINCOLN C., Vice-President for Business (retired), Northeastern University. Member of the Corporation, 1959–96; Board of Trustees, 1959–74; Lifetime Trustee Emeritus, 1992–96.

BATSON, RUTH M., Founder and Treasurer, The Ruth M. Batson Educational Foundation. Member of the Corporation, 1991–.

BEATON, ROY H., Senior Vice-President and Group Executive (retired), General Electric Co. Member of the Corporation, 1970–; Board of Trustees, 1971–84; Lifetime Trustee Emeritus, 1984–.

BEHRAKIS, GEORGE D., President and CEO, Muro Pharmaceutical, Inc. Member of the Corporation, 1989–; Board of Overseers, 1990–91; Board of Trustees, 1991–.

BELL, ALAN D., President, Bell Associates, Inc. Member of the Corporation, 1986–98.

BEMIS, F. GREGG, Bemis Brothers Bag Co. (retired). Member of the Corporation, 1937–95; Board of Trustees, 1939–79; Lifetime Trustee Emeritus, 1979–95.

BERMAN, BARRY, Chairman and CEO (retired), Bradlees, Inc. Member of the Corporation, 1993–97.

BERTOCCHI, ALFRED M., Senior Vice President for Finance (retired), Digital Equipment Corp. Member of the Corporation, 1977–93.

BLACK, SCOTT M., Chairman and President, Delphi Management, Inc. Member of the Corporation, 1988–; Board of Overseers, 1989–.

BLOCH, STUART MARSHALL, Partner, Ingersoll and Bloch. Member of the Corporation, 1983-; Board of Overseers, 1986-93.

BODMAN, SAMUEL W. III, Chairman and President, Cabot Corp.; Chairman and CEO, Cabot Corp. Member of the Corporation, 1992-.

BOTSFORD, MARGOT, Associate Justice, Massachusetts Superior Court. Member of the Corporation, 1996-.

BRADLEY, S. WHITNEY, Senior Vice President (retired), Eaton-Vance, Inc. Member of the Corporation, 1960-92.

BRADSHAW, MELVIN B., Chairman of the Board (retired), Liberty Mutual Insurance Companies. Member of the Corporation, 1977-91.

BREADY, RICHARD L., President and COO, Nortek, Inc.; Chairman, CEO and President, Nortek, Inc. Member of the Corporation, 1989-; Board of Overseers, 1990-.

BREITMAN, LEO R., Chairman and CEO, Fleet Bank of Massachusetts. Member of the Corporation, 1993-.

BRODSKY, FREDERICK, President, International Investment Advisors; President-Owner, Fred Brodsky Co. Member of the Corporation, 1986-; Board of Overseers, 1988-.

BROOKS, ROBERT A., Chairman and CEO, Brooks Telecommunications Corp.; Chairman of the Board, Brooks Fiber Properties, Inc. Member of the Corporation, 1992-.

BROWN, FREDERICK L., Associate Justice, Massachusetts Appeals Court. Member of the Corporation, 1976-; Board of Trustees, 1977-.

BROWN, MICHAEL A., Partner, Grayer, Brown and Dilday. Member of the Corporation, 1986-91.

BROWN, WILLIAM L., Chairman of the Board (retired), Bank of Boston. Member of the Corporation, 1971-; Board of Overseers, 1986-94.

BRUHMULLER, RICHARD D., Partner, Tobin & Waldstein; Certified Public Accountant, Walter & Shuffain, P.C. Member of the Corporation, 1995-.

BUCKLEY, JOHN E., Executive Vice President, A.T. Cross Co.; Executive Vice President and COO, A.T. Cross Co. Member of the Corporation, 1991-; Board of Overseers, 1994-.

BUDD, WAYNE A., United States Attorney, District of Massachusetts; Associate Attorney General, United States Department of Justice; Partner, Goodwin, Procter & Hoar; Senior Vice President, NYNEX. Member of the Corporation, 1985–.

BUMPUS, FREDERICK J., President and CEO, Arkwright Mutual Insurance Co.; Chairman of the Board and CEO, Arkwright Mutual Insurance Co.; Chairman of the Board, Arkwright Mutual Insurance Co. Member of the Corporation, 1991–95.

BURKE, RICHARD L., Vice President for Manufacturing, General Electric Co.; Vice President for Purchasing, Technology and Manufacturing, General Electric Co. Member of the Corporation, 1991–95.

BURNES, NONNIE S., Member of the Firm, Hill & Barlow, P.C.; Associate Justice, Massachusetts Superior Court. Member of the Corporation, 1994–.

BURNS, JOHN L., President (retired), Radio Corporation of America. Member of the Corporation, 1957–96.

BURTON, RON, Executive Consultant, John Hancock Financial Services. Member of the Corporation, 1992–; Board of Overseers, 1994–.

BYNOE, VICTOR C., Attorney at Law. Member of the Corporation, 1969–94.

CABOT, LOUIS W., Director, Cabot Corp.; Director Emeritus, Cabot Corp.; Cabot-Wellington, LLC; Chairman, Cabot-Wellington, LLC. Member of the Corporation, 1953–; Board of Trustees, 1954–94; Lifetime Trustee Emeritus, 1994–.

CAHNERS, ROBERT M., President, The Cahners Companies, Inc.; President and Publisher, The Hanover Report, Inc.; President, The Hanover Group, Inc. Member of the Corporation, 1992–.

CAHNERS-KAPLAN, HELENE R., Trustee. Member of the Corporation, 1986–; Board of Trustees, 1986–93; Lifetime Trustee Emerita, 1993–.

CAIL, MILTON L. MICKEY, President, Cail Realty and Investments. Member of the Corporation, 1987–; Board of Overseers, 1991–94.

CAMERON, PETER B., President and CEO, Farberware Inc.; Vice Chairman, Acuity Management. Member of the Corporation, 1992–; Board of Overseers, 1996–.

CARGILL, THOMAS E., JR., Senior Partner, Cargill Associates (retired). Member of the Corporation, 1975–; Board of Trustees, 1977–90; Lifetime Trustee Emeritus, 1990–; Vice Chair, 1988–90; Vice Chair Emeritus, 1990–.

CARLIN, JAMES F., Chairman, Carlin Consolidated, Inc. Member of the Corporation, 1983–93.

CASEY, WILLIAM P., Executive Vice President for Bottler Operations, Coca-Cola USA; President and CEO, Coca-Cola Beverages LTD. Member of the Corporation, 1991–.

CETRULO, LAWRENCE G., Partner, Burns & Levinson; Partner, Peabody & Arnold; Partner, Cetrulo & Capone. Member of the Corporation, 1990–; Board of Overseers, 1993–.

CHAMILLARD, GEORGE W., Vice President and General Manager, Teradyne–Connections Systems Division; Executive Vice President, Teradyne, Inc.; President and COO, Teradyne, Inc. Member of the Corporation, 1991–.

CHAPMAN, RICHARD P., JR., President, Brookline Savings Bank. Member of the Corporation, 1977–; Board of Overseers, 1986–91; Board of Trustees, 1991–.

CHEVALIER, SAMUEL F., Vice Chairman, The Bank of New York; Vice Chairman and Director, The Bank of New York. Member of the Corporation, 1994–.

CHRUSZ, PHILIP M., Senior Vice President, Finance and Administration, Ames Department Stores, Inc.; President and COO, Wickes Lumber Co.; President, Chrusz and Squires Associates, Inc.; President, China Source – Copia Co.; President, DC Trading Co., Inc. Member of the Corporation, 1986–; Board of Overseers, 1989–.

CHRYSSIS, GEORGE C., President and Founder, Intelco Corp.; President, G & M Enterprises, Inc.; Past President and Founder, Intelco and G & M Enterprises, Inc.; Real Estate Investor; Executive Vice President and COO, NPC Capital Corp. Member of the Corporation, 1990–; Board of Overseers, 1995–.

CLAYSON, ROBERT A., Associate Director, Bear, Stearns & Co., Inc.; Managing Director, Bear, Stearns & Co., Inc. Member of the Corporation, 1982–; Board of Overseers, 1990–.

COAKLEY, LIVINGSTON N., Minister of Labor, Youth, Sports, and Community Affairs, Bahamas. Member of the Corporation, 1977–.

COFIELD, JAMES E., JR., President, Cofield Properties Inc. Member of the Corporation, 1986–91.

COLES, BRUCE C., President, Stone & Webster, Inc.; President and Director, Stone & Webster, Inc.; President, CEO and Director, Stone & Webster, Inc. Member of the Corporation, 1992–95; Board of Overseers, 1993–95; Board of Trustees, 1995.

COLLIER, ABRAM T., Chairman of the Board (retired), The New England. Member of the Corporation, 1968–93.

CONE, CAROL L., President, Cone Communications, Inc. Member of the Corporation, 1989–91; Board of Overseers, 1990–91.

CONNOLLY, T. PAUL, Executive Vice President (retired), Spaulding Co., Inc. Member of the Corporation, 1979–93; Board of Overseers, 1986–93.

CONNOLLY, WALTER J., JR., Chairman, Bank of New England Corp.; Chairman (retired), Bank of New England Corp. Member of the Corporation, 1988–94.

COOK, WILLIAM E., President, Signal Technology Corp. Member of the Corporation, 1986–91.

COOLEY, DOROTHY G., Corporate Vice President for Human Resources (retired), Dynatech Corp. Member of the Corporation, 1990–.

COOLIDGE, T. JEFFERSON, JR., President, Coolidge Investment Corp. Member of the Corporation, 1990–91.

COPPERSMITH, S. JAMES, President and General Manager, WCVB-TV (retired). Member of the Corporation, 1990–; Board of Overseers, 1991–96.

COSTELLO, JAMES J., Vice President and Comptroller, General Electric Co.; Vice President and Comptroller (retired), General Electric Co. Member of the Corporation, 1981–.

COTTER, WILLIAM J., Vice President-Sales, Kidder, Peabody Co., Inc.; Vice President, Paine Webber, Inc.; Senior Vice President, Paine Webber, Inc. Member of the Corporation, 1989–; Board of Overseers, 1990–95; Board of Trustees, 1995–.

COUNTRYMAN, GARY L., Chairman, President and CEO, Liberty Mutual Insurance Group; Chairman and CEO, Liberty Mutual Insurance Group. Member of the Corporation, 1984–; Board of Trustees, 1986–.

CREIGER, EDWARD, Chairman of the Board (retired), Foster Grant Co., Inc. Member of the Corporation, 1971–93.

CRONIN, JOSEPH J., President and CEO, Saatchi & Saatchi DFS/Pacific. Member of the Corporation, 1993–.

CRONIN, MICHAEL J., Chairman, President and CEO, Automatix, Inc.; Chairman, President and CEO, Automatix, Inc., and Cognition Corp.; Chairman and CEO, Cognition Corp. Member of the Corporation, 1984–; Board of Overseers, 1986–88; Board of Trustees, 1988–.

CROSSAN, H. JAMES, JR., President and Director, Vice Chairman (retired), Loomis, Sayles & Co., Inc. Member of the Corporation, 1972–93.

CULLINANE, JOHN J., Chairman of the Board and CEO, Cullinet Software, Inc.; Consultant; President, The Cullinane Group, Inc. Member of the Corporation, 1982-; Board of Trustees, 1983-90.

CURRY, JOHN A., President, Northeastern University. Member of the Corporation, 1989-.

CURVEY, JAMES C., Senior Vice President and Managing Director, Fidelity Investments; President for Fidelity Capital and Managing Director, Fidelity Investments; President, Fidelity Capital. Member of the Corporation, 1986-.

D'ORLANDO, THEODORE S., Treasurer, John H. Baldwin Insurance Agency; Treasurer (retired), John H. Baldwin Insurance Agency. Member of the Corporation, 1990-.

DALEY, JAMES A., President, Copley Plaza Hotel; Owner, The Boston Back Bay Hilton. Member of the Corporation, 1989-; Board of Overseers, 1990-.

DANIELS, HARRY T., Senior Partner, Hale and Dorr. Member of the Corporation, 1986-; Board of Overseers, 1989-94; Board of Trustees, 1994-.

DANTAS, CARL E., President and CEO (retired), Compugraphic Corp. Member of the Corporation, 1984-; Board of Overseers, 1986-96.

DAVIS, J. H. DOW, Vice President, Bank of Boston; Director for Individual Gifts, Charitable Gift Fund, Fidelity Investments. Member of the Corporation, 1982-93.

DEAN, DR. MELANIE C., President, Inter-Tech Consulting Services, Inc. Member of the Corporation, 1973-; Board of Overseers, 1986-96.

DEVIVO, DOUGLAS G., General Partner, Vanguard Associates; General Partner, Alce Partners, L.P.; Member, DeVivo Asset Management Co., L.L.C. Member of the Corporation, 1990-.

DI SCIPIO, ATTILIO ALFRED, President, Cape Cod, Inc.; President, Creative Properties; Founder and Dean, Sir Isaac Newton School of Management. Member of the Corporation, 1963-.

DIPIETRO, WILLIAM O., President, TEK Specialties, Inc. Member of the Corporation, 1965-.

DOCKSER, ESTELLE, Member of the Corporation, 1969-93.

DOUGLAS, DR. PRISCILLA H., Secretary of Consumer Affairs, Commonwealth of Massachusetts; Manager, Public Sector Market Value Team, Xerox, The Document Co., Office Document Product Group. Member of the Corporation, 1994-.

DOWLING, SARAH T., Partner, Adler, Pollack & Sheehan, Inc. Member of the Corporation, 1991-.

DOWNEY, WILLIAM J., Treasurer, Hart Insurance Agency. Member of the Corporation, 1990-.

DOYLE, DAVID F., Senior Vice President, Camp, Dresser & McKee, Inc.; President, Environmental Management Division, Camp, Dresser & McKee, Inc. Member of the Corporation, 1989-.

DRIVER, WILLIAM R., JR., Partner, Brown Brothers Harriman & Co.; Limited Partner, Brown Brothers Harriman & Co. Member of the Corporation, 1964-; Board of Trustees, 1964-81; Honorary Trustee, 1981-86; Lifetime Trustee Emeritus, 1987-; Vice Chair, 1977-81, Honorary Vice Chair, 1981-89, Vice Chair Emeritus, 1990-.

DRUCKER, C. GERARD, General Partner, The Atlantic Interests. Member of the Corporation, 1992-.

EDGERLY, WILLIAM S., Chairman, State Street Bank and Trust Co.; Chairman, Foundation for Partnerships. Member of the Corporation, 1978-.

EDLEIN, SANFORD R., Managing Partner, Grant Thornton; COO, Sport Supply Group Inc. Member of the Corporation, 1992-96.

EGAN, MICHAEL J., President, Carruth Capital Corp.; President, Egan Capital Corp. Member of the Corporation, 1994-.

EGAN, RICHARD J., Chairman and CEO, EMC Corp.; Chairman of the Board, EMC Corp. Member of the Corporation, 1987-; Board of Overseers, 1992-94; Board of Trustees, 1994-.

ELFERS, WILLIAM, President and Chairman of the Executive Committee (retired), Corporate Director, Greylock Management Corp. Member of the Corporation, 1979-; Board of Overseers, 1985-89; Board of Trustees, 1981-83; Lifetime Trustee Emeritus, 1991-.

ELLIOTT, BYRON K., President and Chairman (retired), John Hancock Mutual Life Insurance Co. Member of the Corporation, 1954-96; Board of Trustees, 1955-72; Treasurer, 1956-59; Chair, 1959-71; Honorary Chair, 1972-84; Chairman Emeritus, 1984-96; Lifetime Trustee Emeritus, 1984-96.

FARRELL, JOSEPH C., Chairman and CEO, The Pittston Co. Member of the Corporation, 1995-.

FARRINGTON, THOMAS A., President and CEO, Input Output Computer Services. Member of the Corporation, 1990-96.

FARRIS, PAUL E., President, Hughes Corp. Member of the Corporation, 1996-.

FARWELL, FRANK L., Chairman of the Board (retired), Liberty Mutual Insurance Companies. Member of the Corporation, 1956-; Board of Trustees, 1958-87; Lifetime Trustee Emeritus, 1987-; Vice Chair, 1972-86; Honorary Vice Chair, 1987-90; Vice Chair Emeritus, 1990-.

FEASTER, JOSEPH D., JR., Acting Director of Real Estate, Massachusetts Turnpike Authority; Executive Director, Massachusetts Community and Banking Council; President, Massachusetts Community and Banking Council; President, Feaster Enterprises; Administrator, Boston Housing Authority. Member of the Corporation, 1979-; Board of Overseers, 1987-.

FEIER, ROBERT R., President and CEO, Mosaic Semiconductor; President and CEO, FEIERTEK. Member of the Corporation, 1990-.

FELTON, RUTH S., Trustee. Member of the Corporation, 1980-; Board of Trustees, 1981-.

FERBER, MARK S., Senior Vice President, Lazard Freres and Co.; General Partner, Lazard Freres and Co. Member of the Corporation, 1989-93.

FERRIS, ROBERT P., President, Ferris Co., Inc.; President, Ferris Real Estate. Member of the Corporation, 1991-.

FETCHERO, JAMES V., Senior Vice President for Finance (retired), Arkwright Mutual Insurance Co. Member of the Corporation, 1972-; Board of Trustees, 1974-87; Honorary Trustee, 1987-93; Lifetime Trustee Emeritus, 1993-.

FINE, PHIL DAVID, Of Counsel, Fine and Ambrogne. Member of the Corporation, 1978-90.

FINNEGAN, NEAL F., Executive Vice President, Bankers Trust Co.; President and CEO, UST Corp.; President and CEO, UST Corp./USTrust. Member of the Corporation, 1982-; Board of Overseers, 1985-89; Board of Trustees, 1989-.

FIRTH, LOUISE M., Vice President and Director, Arthur D. Little, Inc. Member of the Corporation, 1992-; Board of Overseers, 1995-.

FISHER, KENNETH G., Chairman and CEO, Encore Computer Corp.; Chairman, President and CEO, Encore Computer Corp. Member of the Corporation, 1983-91; Board of Trustees, 1984-88; Honorary Trustee, 1988-91.

FITZGERALD, W. KEVIN, President, Fitz-Inn Auto Parks, Inc. Member of the Corporation, 1992-; Board of Overseers, 1995-.

FRAGER, ALBERT S., Senior Vice President-Director (retired), The Stop and Shop Companies, Inc. Member of the Corporation, 1980-; Board of Overseers, 1986-95.

FREELAND, RICHARD M., President, Northeastern University, August 1996-. Member of the Corporation, 1996-.

FREIDMAN, ARNOLD I., President, AIM-CHEM Enterprises, Inc.; President, Chemical Enterprises, Inc. Member of the Corporation, 1987-95; Board of Overseers, 1989-95.

FURLONG, BRENDA J., Vice President and Treasurer, The Sheraton Corp.; Vice President and Treasurer, ITT Sheraton Corp. Member of the Corporation, 1980-94; Board of Overseers, 1986-94.

GARCIA, FRIEDA, Executive Director, United South End Settlements; President, United South End Settlements. Member of the Corporation, 1986-.

GART, MURRAY J., Senior Editor (retired), Editorial Consultant, Time Inc.; Editorial Consultant. Member of the Corporation, 1977-.

GEORGE, JUDY, Chairman of the Board and CEO, Domain. Member of the Corporation, 1989-; Board of Overseers, 1990-94.

GEORGOULIS, STRATTON J., Chairman, President and CEO, TIC United Corp. Member of the Corporation, 1992-.

GERBER, ALBERT, Vice President, Gerber Electronics. Member of the Corporation, 1991-; Board of Overseers, 1994-.

GICCA, FRANCIS A., President, GTE Government Systems Corp.; President Emeritus, GTE Government Systems Corp. Member of the Corporation, 1993-; Board of Overseers, 1995-.

GIFFORD, CHARLES K., President, Bank of Boston; President and COO, Bank of Boston; Chairman, CEO and President, Bank of Boston. Member of the Corporation, 1988-.

GLENNON, PAUL W., U.S. Bankruptcy Judge (retired); Attorney-Financial Consultant; Of Counsel, Howard J. Potash. Member of the Corporation, 1980-.

GLIDDEN, LLOYD S., JR., Senior Vice President and Treasurer (retired), Liberty Mutual Insurance Companies. Member of the Corporation, 1972-93; Board of Trustees, 1977-89; Lifetime Trustee Emeritus, 1989-93.

GOODALE, ROBERT H., President, Flow Tek, Inc. Member of the Corporation, 1991-.

GORIN, ROSALIND E., President, H.N. Gorin Associates, Inc.; President, H.N. Gorin, Inc. Member of the Corporation, 1985-.

GRADY, JOSEPH A., President and CEO, Elizabeth Grady Face First; Founder, Elizabeth Grady Face First. Member of the Corporation, 1989-.

GRANDE, CORINNE P., Associate Justice, Superior Court of Rhode Island; Associate Justice (retired). Member of the Corporation, 1986-96.

GRANDIN, JOHN L., Trustee. Member of the Corporation, 1948-.

GRAY, HERBERT, Chairman and CEO, Suburban Ostomy Supply Co., Inc. Member of the Corporation, 1996-.

GREGG, GARY R., Executive Vice President, Liberty Mutual Insurance Co. Member of the Corporation, 1996-.

GRIMES, CALVIN M., JR., President and CEO, Grimes Oil Co., Inc. Member of the Corporation, 1989-.

GUY, DONALD B., President (retired), Bellows International, Ltd. Member of the Corporation, 1966-95; Board of Trustees, 1968-79; Honorary Trustee, 1979-80; Lifetime Trustee Emeritus, 1980-95.

HAAS, MARVIN I., CEO, Chock Full O' Nuts Corp.; President and CEO, Chock Full O' Nuts Corp. Member of the Corporation, 1994-.

HALE, ALLAN M., Chief Justice (retired), Massachusetts Appeals Court. Member of the Corporation, 1972-; Board of Trustees, 1977-87; Lifetime Trustee Emeritus, 1987-.

HAWLEY, EDMUND BLAIR, Educational Consultant. Member of the Corporation, 1977-90.

HAYNES, DR. MICHAEL E., Minister, Twelfth Baptist Church. Member of the Corporation, 1980-.

HAYNES, NANCY E. B., Marketing Manager, Thomson & Thomson; Partner, Marketing Alliances; Principal, Marketing Alliance. Member of the Corporation, 1993-.

HEKIMIAN, DR. JAMES S., President, The Mugar Group, Inc.; Gravestar, Inc. Member of the Corporation, 1980-; Board of Trustees, 1986-94; Honorary Trustee, 1994-.

HELLMAN, WILLIAM, President and CEO, J.G. Industries, Inc.; Chairman, J.G. Industries, Inc. Member of the Corporation, 1962-94.

HENDERSON, ERNEST III, President, Henderson Houses of America, Inc.; Chairman of the Board, Henderson Houses of America, Inc. Member of the Corporation, 1967-; Board of Trustees, 1967-; Vice Chair, 1995-.

HENEY, JOSEPH E., Vice Chairman, Camp Dresser & McKee, Inc.; Chairman Emeritus, Camp Dresser & McKee, Inc. Member of the Corporation, 1978-; Board of Trustees, 1984-.

HENNESSY, EDWARD L., Chairman and CEO, Allied-Signal, Inc. Member of the Corporation, 1985-.

HERBERT, JAMES S., Executive Vice President (retired), Western Electrical Co., Inc. Member of the Corporation, 1973-.

HERSEY, FREDERIC T., President and CEO, Anson, Inc.; Senior Vice President, Argus Management Corp.; Partner, F.T. Hersey & Associates; President, Hersey Associates. Member of the Corporation, 1989-; Board of Overseers, 1990-92; Board of Trustees, 1992-.

HEWITT, COLBY, JR., Chairman of the Board, Frank B. Hall & Co. of Massachusetts, Inc.; Member of Senior Management Team, Rollins, Hudig, Hall; Member of Senior Management Team, Aon Risk Services, Inc., of Massachusetts. Member of the Corporation, 1983-; Board of Overseers, 1987-95; Board of Trustees, 1995-.

HIATT, ARNOLD S., Chairman of the Board and CEO, The Stride Rite Corp.; Chairman of the Board, The Stride Rite Corp.; Chairman, The Stride Rite Foundation. Member of the Corporation, 1979-; Board of Trustees, 1983-.

HILL, RICHARD D., President, Director, Chairman of the Board and CEO (retired), Honorary Director, Bank of Boston Corp.; Chairman of the Board (retired), Bank of Boston Corp. Member of the Corporation, 1969-94.

HOLMES, D. BRAINERD, President (retired), Raytheon Co. Member of the Corporation, 1976-93; Board of Trustees, 1983-89.

HOLMES, ROBERT W., President (retired), Holmes and Associates. Member of the Corporation, 1968-.

HOROWITZ, BARRY M., President and CEO, The Mitre Corp. Member of the Corporation, 1991-95; Board of Overseers, 1993-95.

HOWARD, WILLIAM S., Senior Vice President, Camp Dresser & McKee, Inc.; President, National Division, Camp Dresser & McKee, Inc. Member of the Corporation, 1993-.

HOWE, HARTWELL G., Director and President (retired), J.R. Carlson Machinery Co. Member of the Corporation, 1963-94.

HOWE, JOHN S., Chairman and CEO (retired), The Provident Institution for Savings in the Town of Boston. Member of the Corporation, 1962-90.

HURLEY, JOHN J., Partner, Peat Marwick Main & Co.; Partner, KPMG Peat Marwick; Certified Public Accountant. Member of the Corporation, 1987-; Board of Overseers, 1988-.

HURTIG, CARL R., President and Director, Encor Limited. Member of the Corporation, 1968-; Board of Trustees, 1977-.

HUTCHINS, RALPH E., President and CEO, TransTechnology Corp.; President and CEO (retired), TransTechnology Corp. Member of the Corporation, 1990-95.

IORIO, THEODORE L., Vice President, Pharmaceutical Engineering, Copley Pharmaceutical, Inc. Member of the Corporation, 1995-.

ISRAEL, HOWARD, President, Leejay, Inc.; President, Leejay, Inc. d/b/a Bed & Bath. Member of the Corporation, 1994-.

JACKSON, DEBORAH C., President, Morgan Memorial Goodwill Industries. Member of the Corporation, 1990-92.

JOHNSON, EDWARD C. 3D, Chairman of the Board and CEO, FMR Corp. Member of the Corporation, 1984-.

JOHNSON, RICHARD P., President (retired), Brigham, Inc.; Investor. Member of the Corporation, 1977-94.

JOHNSON, ROBERT F., President, First Security Services Corp; President and Chairman, First Security Services Corp. Member of the Corporation, 1990-; Board of Overseers, 1991-.

JOHNSON, ROBERT L., Chairman of the Board (retired), Arkwright Mutual Insurance Co. Member of the Corporation, 1953-94; Board of Trustees, 1955-88; Lifetime Trustee Emeritus, 1988-94.

JOHNSTON, PHIL, Executive Director, CARE World Headquarters; President, CARE; President, CARE Foundation. Member of the Corporation, 1986-; Board of Overseers, 1990-91; Board of Trustees, 1991-.

JONES, HENRY C., Chairman of the Board (retired), Arkwright Mutual Insurance Co. Member of the Corporation, 1952-91; Board of Trustees, 1965-83; Lifetime Trustee Emeritus, 1983-91.

KARIOTIS, GEORGE S., Chairman of the Board and CEO, Alpha Industries, Inc.; Chairman of the Board, Alpha Industries, Inc. Member of the Corporation, 1969-; Board of Trustees, 1980-95; Lifetime Trustee Emeritus, 1995-; Vice Chair, 1991-95; Vice Chair Emeritus, 1995-.

KAZMAIER, RICHARD, President, Kazmaier Associates, Inc. Member of the Corporation, 1989-94.

KELLEY, WALTER B., Senior Vice President (retired), American Telephone & Telegraph Co. Member of the Corporation, 1981-94.

KENERSON, FRANCES COMINS. Member of the Corporation, 1968-; Board of Trustees, 1971-77; Lifetime Trustee Emerita, 1978-.

KENNEDY, EDWARD M., United States Senator from Massachusetts, United States Senate. Member of the Corporation, 1965-90.

KEOUGH, PAUL G., Deputy Regional Administrator, Environmental Protection Agency, Region 1. Member of the Corporation, 1990-94; Board of Overseers, 1991-94.

KERASIOOTES, JAMES J., Executive Vice President, Carlin Insurance; Chairman of the Board, Adion, Inc.; Commissioner, Massachusetts Department of Public Works; Commissioner, Massachusetts Highway Department; Secretary, Executive Office of Transportation and Construction, Commonwealth of Massachusetts. Member of the Corporation, 1990-; Board of Overseers, 1994-.

KERRY, JOHN F., United States Senator from Massachusetts, United States Senate. Member of the Corporation, 1987-91.

KEYES, FENTON G., Senior Partner-Consultant, Keyes Associates; Senior Partner, Keyes Associates; Consultant, Keyes Associates; Chairman and CEO, Keyes Development Corp. Member of the Corporation, 1963-.

KEYES, WALTER I., Managing Partner, Keyes Associates. Member of the Corporation, 1990-.

KING, CALVIN A., President (retired), Bird Machine Co., Inc. Member of the Corporation, 1964-.

KING, THOMAS L., President and CEO, Standex International Corp. Member of the Corporation, 1990-93.

KNOWLES, ASA S., President and Chancellor (retired), Chancellor Emeritus, Northeastern University. Member of the Corporation, 1959-90; Board of Trustees, 1975-82; Lifetime Trustee Emeritus, 1982-90.

KOHLBERG, A. MAX, Partner, Davis, Kilmarx, Swan & Kohlenberg; Partner, Edwards & Angell. Member of the Corporation, 1995-.

KRAFT, MYRA H., Director, Rand-Whitney, Inc.; Director, WHDH-TV; Director, International Forest Products; President, GEM STAR. Member of the Corporation, 1991-; Board of Overseers, 1994-.

KRAMER, DONALD J., Partner, TA Associates; Principal, TA Associates; Partner (retired), TA Associates. Member of the Corporation, 1989-; Board of Overseers, 1990-91; Board of Trustees, 1991-.

KRENTZMAN, HARVEY C., President, Advanced Management Associates, Inc. Member of the Corporation, 1975-; Board of Trustees, 1983-; Vice Chair, 1996-.

KRENTZMAN, MARK, Executive Vice President, Strategic Systems, Inc. Member of the Corporation, 1995-.

KULEZA, FRANK W., President, Epoxy Technology, Inc. Member of the Corporation, 1991-.

LABONTÉ, C. Joseph, President and COO, Reebok International Ltd.; Chairman and CEO, The Vantage Group, Inc.; Chairman and CEO, Jenny Craig International. Member of the Corporation, 1987-; Board of Overseers, 1989-95.

LANE, BRIAN R., Group Vice President of Marketing, NYNEX. Member of the Corporation, 1996-.

LANE, EVELYN M., Business Executive. Member of the Corporation, 1977-.

LANGFORD, DEAN T., President of Electrical Products Group, GTE Products Corp.; President, OSRAM SYLVANIA, Inc. Member of the Corporation, 1985-.

LAU, JOANNA T., President, Lau Technologies; Chairman of the Board and President, Lau Technologies. Member of the Corporation, 1994-; Board of Overseers, 1995-.

LAUS, ANDRÉ A., President and CEO, Brittany Corp.; President, Bristol Corp.; Principal, The Recovery Group. Member of the Corporation, 1990-; Board of Overseers, 1992-95; Board of Trustees, 1995-.

LAWLER, JOSEPH C. III, Chairman and CEO, Lawler, Botsford & Co.; President, Figi's, Inc.; President, Gander Mountain, Inc.; President and COO, Gander Mountain, Inc.; President, Catalog Services, R.R. Donnelley & Sons Co. Member of the Corporation, 1988-; Board of Overseers, 1989-.

LAZARUS, MAURICE, Chairman of the Finance Committee (retired), Federated Department Stores, Inc. Member of the Corporation, 1959-94.

LEE, BERTRAM M., Chairman and President, BML Associates, Inc. Member of the Corporation, 1987–91.

LEEMAN, JOHN R., President, Leeman Labs, Inc. Member of the Corporation, 1989–; Board of Overseers, 1994–.

LESSER, RICHARD G., Executive Vice President and COO, The TJX Companies, Inc. Member of the Corporation, 1995–.

LEVY, ALLYN, Chairman of the Board (retired), Bank of New England Commercial Finance Corp. Member of the Corporation, 1982–90.

LEWIS, ELMA, Founder and Artistic Director, Elma Lewis School of Fine Arts, Inc. Member of the Corporation, 1975–.

LIN, CHAN K., President, Lin Associates; President, Lin Associates, Inc. Member of the Corporation, 1989–93; Board of Overseers, 1990–93.

LITVIN, MELVIN, President (retired), Data Printer Corp.; Principal, The China Source; Principal, DC Trading Co. Member of the Corporation, 1992–.

LOFTMAN, KENNETH A., Corporate Director for Government Relations (retired), Cabot Corp. Member of the Corporation, 1969–93; Board of Trustees, 1971–93.

LOVEJOY, GEORGE M., JR., Chairman, Meredith & Grew, Inc.; Chairman Emeritus, Meredith & Grew, Inc.; President, Fifty Associates. Member of the Corporation, 1983–.

LOW, K. PRESCOTT, Publisher, The Patriot Ledger. Member of the Corporation, 1989–; Board of Overseers, 1990–93; Board of Trustees, 1993–96.

LOWELL, JOHN, Partner, Welch & Forbes; Partner (retired), Welch & Forbes. Member of the Corporation, 1958–; Board of Trustees, 1961–92; Lifetime Trustee Emeritus, 1992–; Vice Chair, 1989–92; Vice Chair Emeritus, 1992–.

LOWENFELS, JEFF B., Vice President and General Counsel, Yukon Pacific Corp.; President and CEO, Yukon Pacific Corp. Member of the Corporation, 1993–.

LUPEAN, DIANE H., Director of Rehabilitation Services, Mt. Auburn Hospital (retired). Member of the Corporation, 1971–; Board of Trustees, 1977–94; Honorary Trustee, 1994–.

MACCONNELL, GEORGE A., Senior Vice President for Distribution and Specialty Operations, Georgia Pacific Corp.; Senior Vice President for Distribution and Millwork, Georgia Pacific Corp.. Member of the Corporation, 1990–.

MACKINNON, ROBERT J., President and CEO, Siemens Medical Systems, Inc.; President and CEO (retired), Siemens Medical Systems, Inc. Member of the Corporation, 1992-96.

MADDEN, PETER E., President, State Street Bank and Trust Co.; Special Adviser, State Street Bank and Trust Co.; Representative, Commonwealth of Massachusetts, House of Representatives. Member of the Corporation, 1983-90; Board of Overseers, 1985-90.

MAGNARELLI, JOHN T., Consultant; President, Ziti Graphics Inc. Member of the Corporation, 1991-.

MANGANARO, ANTHONY R., Chairman, Siena Corp. Member of the Corporation, 1996-.

MANN, MAURICE, Chairman of the Board and CEO, The Pacific Stock Exchange Inc.; Director and Consultant. Member of the Corporation, 1982-90.

MARINI, ROBERT C., Chairman and CEO, Camp Dresser & McKee, Inc. Member of the Corporation, 1981-; Board of Overseers, 1985-89; Board of Trustees, 1989-.

MARINO, LELIO, President, Modern Continental Construction Co. Member of the Corporation, 1993-.

MARINO, ROGER M., Cofounder, EMC Corp.; Chairman and CFO, Golf Technologies, Inc.; Owner, Marino Capital. Member of the Corporation, 1993-; Board of Overseers, 1994-96; Board of Trustees, 1996-.

MARTIN, LAWRENCE H., Chairman of the Board (retired), Shawmut Bank of Boston and Shawmut Corp. Member of the Corporation, 1953-93; Board of Trustees, 1955-80; Lifetime Trustee Emeritus, 1980-93.

MARTIN, RALPH C. II, District Attorney of Suffolk County. Member of the Corporation, 1995-.

MASSA, DONALD P., President, Massa Products Corp. Member of the Corporation, 1992-; Board of Overseers, 1994-.

MASSEY, M. DOROTHY, Professor Emerita, University of Rhode Island. Member of the Corporation, 1977-95.

MATTHEWS, GEORGE J., Chairman, Matthews Associates Limited. Member of the Corporation, 1978-; Board of Trustees, 1978-; Vice Chair, 1987-89; Chair, 1989-.

MATTSON, WALTER E., President and COO, The New York Times Co. Member of the Corporation, 1980-91; Board of Overseers, 1989-91.

MAY, THOMAS, Chairman and CEO, Boston Edison. Member of the Corporation, 1995–.

McCANCE, HENRY F., President, Greylock Management Corp. Member of the Corporation, 1992–.

McCUNE, WILLIAM J., JR., Chairman of the Board, Polaroid Corp. Member of the Corporation, 1980–91.

McDERMOTT, TERENCE P., Attorney at Law; Attorney at Law, McDermott/O'Neill Associates, Inc. Member of the Corporation, 1987–.

McDONOUGH, WILL, Commentator, CBS Sports; Sports Columnist, The Boston Globe; Commentator, NBC. Member of the Corporation, 1990–.

McHUGH, KATHERINE S., Of Counsel, Sugarman, Rogers, Barshak & Cohen; Grant Administrator, Jessie B. Cox Charitable Trust; Director, Donor Services Department, Hemenway and Barnes. Member of the Corporation, 1978–; Board of Trustees, 1983–.

McKIM, ALAN S., Chairman and CEO, Clean Harbors, Inc.; Chairman, President and CEO, Clean Harbors, Inc. Member of the Corporation, 1989–; Board of Overseers, 1990–.

McNEICE, JOHN A., JR., Chairman and CEO, The Colonial Group, Inc.; Chairman, The Colonial Group, Inc.; Chairman and CEO, The Colonial Group, Inc. Member of the Corporation, 1983–; Board of Overseers, 1990–95.

MEO, DOMINIC, JR., Consultant (retired). Member of the Corporation, 1965–.

MILLER, SYDNEY L., President, Harry Miller Co.; President, Harry Miller Co., Inc. Member of the Corporation, 1990–.

MOORE, DONALD H., Chairman of the Board (retired), Philadelphia Manufacturers Mutual Insurance Co. Member of the Corporation, 1977–.

MORGAN, JASPER W., JR., Vice Chairman, Shawmut Bank, N.A., and the Connecticut National Bank; Vice Chairman, Bank of Boston Connecticut. Member of the Corporation, 1989–94; Board of Overseers, 1989–94.

MORRIS, JAMES A., Economic Consultant. Member of the Corporation, 1968–91.

MORTON, E. JAMES, Chairman and CEO, John Hancock Mutual Life Insurance. Member of the Corporation, 1982–91.

MOSCONE, DONALD S., President and Treasurer, Moscone, Inc.; President and Treasurer (retired), Moscone, Inc. Member of the Corporation, 1989–91.

MOULTER, LAWRENCE C., President and CEO, New Boston Garden Corp.; Chairman of the Board and President, New Boston Garden Corp.; Chairman of the Board and President, The FleetCenter; President, Bob Woolf Associates. Member of the Corporation, 1989-; Board of Overseers, 1993-.

MULLIN, LLOYD, J., President, Comp Rep Associates. Member of the Corporation, 1995-; Board of Overseers, 1996-.

MURPHY, FRANCIS E., Managing Director, Municipal Bond Department, Lehman Brothers, Inc. Member of the Corporation, 1994-.

NAGLE, N. LAURENCE, President and CEO, Color Tile, Inc.; President and COO, Color Tile, Inc.; President, Nagle & Associates. Member of the Corporation, 1981-.

NASELLA, HENRY J., President, Staples Inc.; Chairman and CEO, Star Market Co. Member of the Corporation, 1991-; Board of Overseers, 1992-95; Board of Trustees, 1995-.

NELSON, BARBARA J., President, Adhesive Packaging Specialties, Inc.; Chairman of the Board, Adhesive Packaging Specialties, Inc. Member of the Corporation, 1994-.

NICHOLS, WILLIAM H., JR., President, WHNCO Inc. Member of the Corporation, 1968-91.

NICHOLSON, KATHRYN M., Director, Human Resources, NOVA Biomedical; Vice President for Human Resources, NOVA Biomedical. Member of the Corporation, 1973-; Board of Trustees, 1983-.

O'CONNELL, PETER F., Partner, O'Connell Bros. Construction Co. Member of the Corporation, 1984-; Board of Trustees, 1986-93.

O'ROURKE, LAWRENCE A., President, SNS Sales, Inc. Member of the Corporation, 1991-.

OCKERBLOOM, RICHARD C., President and COO, The Boston Globe; President (retired), The Boston Globe. Member of the Corporation, 1986-; Board of Overseers, 1988-90; Board of Trustees, 1990-.

OGREN, PETER J., President, Hayes Engineering, Inc. Member of the Corporation, 1996-.

OLLEN, RICHARD A., Principal, Ollen Management Co. Member of the Corporation, 1994-; Board of Overseers, 1996-.

OLSEN, STANLEY C., President, Gulf to Lakes Corp.; President, Gulf to Lakes Associates, LTD. Member of the Corporation, 1975–95.

ORR, JAMES H., Chairman of the Board (retired), Colonial Management Associates, Inc. Member of the Corporation, 1959–91.

OWENS, EDWARD O., President, Owens Companies. Member of the Corporation, 1982–; Board of Overseers, 1986–88; Board of Trustees, 1988–.

OZTEMEL, ARA, Chairman and CEO, The Satra Group. Member of the Corporation, 1972–95.

PALM, NELS A., Palm Associates. Member of the Corporation, 1996–.

PALMER, PAUL J., Vice President and Area Manager, IBM Corp. Member of the Corporation, 1986–92.

PAPPAS, ARTHUR A., Chairman (retired), Metrabyte; Chairman, Astrodyne Corp. Member of the Corporation, 1990–; Board of Overseers, 1991–93; Board of Trustees, 1993–.

PAPPAS, SOPHIA H., Director, Thomas Anthony Pappas Charitable Foundation; Attorney, Luscomb & English. Member of the Corporation, 1989–.

PARK, R. YVONNE, President, Wes-Pine Millwork, Inc. Member of the Corporation, 1990–94.

PARSONS, EDWARD S., Vice President for Business (retired), Northeastern University. Member of the Corporation, 1960–90.

PERERA, LAWRENCE T., Partner, Hemenway & Barnes, Counselors at Law. Member of the Corporation, 1979–.

PETERS, LEO F., President, Weston & Sampson Engineers, Inc. Member of the Corporation, 1992–.

PETROU, NICHOLAS V., President, Petrou Associates Ltd. Member of the Corporation, 1972–91.

PHILLIPS, EDWARD E., Chairman and CEO, The New England; Chairman of the Board, The New England; Chairman of the Board (retired), The New England. Member of the Corporation, 1980–95.

PHILLIPS, THOMAS L., Chairman and CEO, Raytheon Co.; Chairman and CEO (retired), Raytheon Co.; Director and Retired Chairman and CEO, Raytheon Co.; Director and Chairman and CEO (retired), Raytheon Co. Member of the Corporation, 1965–; Board of Trustees, 1968–84; Honorary Trustee, 1984–.

PHINNEY, EDWARD D., Vice President (retired), International Telephone and Telegraph Corp. Member of the Corporation, 1947-91.

PICARD, DENNIS J., President, Raytheon Co.; Chairman and CEO, Raytheon Co. Member of the Corporation, 1988-; Board of Overseers, 1989-90; Board of Trustees, 1990-.

PIERCE, RUDOLPH F., Partner, Goulston & Storrs. Member of the Corporation, 1977-90.

POPEO, R. ROBERT, Senior Partner, Mintz, Levin, Cohn, Ferris, Glovsky, and Popeo, P.C.; Chairman, Mintz, Levin, Cohn, Ferris, Glovsky, and Popeo, P.C. Member of the Corporation, 1990-; Board of Overseers, 1991-.

POWELL, JEROME M., President, Loyal Protective Life Insurance Co.; Business and Financial Consultant; Business Consultant; Financial Actuary. Member of the Corporation, 1962-.

PRATT, ALBERT, Vice Chairman, Chairman International, Director of Investment Banking (retired), Paine, Webber, Jackson & Curtis, Inc.; Consultant. Member of the Corporation, 1958-91.

PRENDIVILLE, JOHN F., Vice President (retired), NYNEX Corp.; Consultant, JFP Associates. Member of the Corporation, 1981-; Board of Overseers, 1996-.

PRUYN, WILLIAM J., Chairman, Eastern Enterprises; Chairman (retired), Eastern Enterprises. Member of the Corporation, 1971-; Board of Trustees, 1976-95; Lifetime Trustee Emeritus, 1995-.

PUOPOLO, DOMINIC J., Director, American Medical Response. Member of the Corporation, 1996-.

PUTNAM, GEORGE, Chairman, The Putnam Management Co., Inc.; Chairman, The Putnam Investment Management Co. Member of the Corporation, 1967-; Board of Overseers, 1988-.

QUIRICO, FRANCIS J., Associate Justice (retired), Supreme Judicial Court of Massachusetts. Member of the Corporation, 1969-; Board of Trustees, 1970-83; Lifetime Trustee Emeritus, 1983-.

RAMIREZ, W. WARREN, Senior Vice President, Bank Five for Savings; Vice President, Brookline Savings Bank. Member of the Corporation, 1987-.

RAYE, WILLIAM H., Senior Vice President (retired), Bank of Boston. Member of the Corporation, 1955-91.

REED, DONALD B., President and Group Executive, NYNEX. Member of the Corporation, 1996–.

RENNIE, JOHN C., Chairman and CEO, Pacer Systems, Inc. Member of the Corporation, 1993–; Board of Overseers, 1994–.

REPUCCI, EUGENE M., JR., Senior Vice President for Development (retired), Northeastern University. Member of the Corporation, 1995–.

REZNICEK, BERNARD W., Chairman and CEO, Boston Edison Co.; Dean, College of Business Administration, Creighton University. Member of the Corporation, 1993–95.

RICE, DR. KATHLEEN M., Vice President, Pratt Institute; Vice President for Student Life, Pratt Institute. Member of the Corporation, 1973–; Board of Overseers, 1991–95.

RICH, D. PAUL, President and CEO, Rich International, Inc.; President and CEO, Trans Atlantic Entertainment, Inc. Member of the Corporation, 1981–.

RIESMAN, ROBERT. Member of the Corporation, 1981–; Board of Overseers, 1985–87.

RIVELLI, PATRICK A., General Partner, Sunwestern Investment Group. Member of the Corporation, 1990–; Board of Overseers, 1993–.

ROBERTS, DANIEL J., Senior Vice President–Treasurer (retired), Northeastern University. Member of the Corporation, 1974–.

ROGERS, RALPH B., Chairman of the Board, Texas Industries, Inc. Member of the Corporation, 1967–.

ROOSEVELT, MARK, Massachusetts State Representative. Member of the Corporation, 1986–91.

ROSSETTI, RONALD L., President and CEO, Nature Food Centres, Inc.; Consultant. Member of the Corporation, 1980–; Board of Overseers, 1992–94; Board of Trustees, 1994–.

RYDER, KENNETH G., Chancellor, Northeastern University. Member of the Corporation, 1975–; Board of Trustees, 1989–96; Lifetime Trustee Emeritus, 1996–.

SANBORN, ALLEN W., President, Shawmut Bank, N.A. Member of the Corporation, 1993–95.

SARGEANT, ERNEST J., Partner, Ropes & Gray; Of Counsel, Ropes & Gray. Member of the Corporation, 1977–.

SCHNEIDER, ROY L., Governor, Virgin Islands, USA. Member of the Corporation, 1995-.

SEAGER, DONALD W., Senior Vice President of Operations (retired), Harris Graphics Corp. Member of the Corporation, 1969-92.

SHAFTMAN, SYDNEY, Executive Vice President, Treasurer and Director (retired), American Motor Inns, Inc. Member of the Corporation, 1966-96.

SHAFTO, ROBERT A., Chairman, President and CEO, The New England. Member of the Corporation, 1993-95.

SHANAHAN, JAMES L., Public Relations Consultant. Member of the Corporation, 1966-.

SHEA, WILLIAM J., Executive Vice President, CFO and Treasurer, Bank of Boston; Vice Chairman, CFO and Treasurer, Bank of Boston. Member of the Corporation, 1993-; Board of Overseers, 1994-96; Board of Trustees, 1996-.

SHILLMAN, ROBERT J., Founder and CEO, Cognex Corp. Member of the Corporation, 1994-; Board of Overseers, 1996-.

SIMON, DOROTHY M., Vice President for Research (retired), AVCO Corp. Member of the Corporation, 1977-92; Board of Trustees, 1980-88.

SKELLY, ROBERT A., Vice President and Assistant to the Executive Office, Raytheon Co. Member of the Corporation, 1995-.

SKELLY, THOMAS F., Senior Vice President for Finance and CFO, The Gillette Co. Member of the Corporation, 1990-; Board of Overseers, 1991-93; Board of Trustees, 1993-.

SLATER, PAUL D., Chairman of the Board, The Slater Co.; Chairman of the Board, Fidelity Mortgage Co. of Boston. Member of the Corporation, 1979-92.

SMITH, CHARLOTTE B., Consultant (retired). Member of the Corporation, 1978-; Board of Trustees, 1979-90; Lifetime Trustee Emerita, 1990-; Vice Chair, 1988-90; Vice Chair Emerita, 1990-.

SMITH, DONALD W., Chairman of the Executive Committee (retired), The Singer Co. Member of the Corporation, 1968-94; Board of Trustees, 1969-81; Honorary Trustee, 1981-86; Lifetime Trustee Emeritus, 1986-94.

SMITH, FARNHAM W., Chairman and Treasurer, Katahdin Iron Works Corp. Member of the Corporation, 1959-89; Board of Trustees, 1964-83; Lifetime Trustee Emeritus, 1983-89.

SMITH, JAMES C., President and CEO, HealthCare COMPARE Corp. Member of the Corporation, 1995–.

SMITH, JANET M., Partner, Rackemann, Sawyer & Brewster; Partner, Rackemann, Sawyer & Brewster, P.C. Member of the Corporation, 1990–; Board of Overseers, 1992–96; Board of Trustees, 1996–.

SMITH, JOHN F., Senior Vice President for Engineering and Manufacturing, Digital Equipment Corp.; Senior Vice President of Operations, Digital Equipment Corp.; Senior Vice President and COO (retired), Digital Equipment Corp. Member of the Corporation, 1989–96; Board of Overseers, 1990–96.

SNELL, GEORGE A., President, Snell Construction Corp.; Chairman of the Board, Snell Construction Corp. Member of the Corporation, 1967–; Board of Trustees, 1970–91; Lifetime Trustee Emeritus, 1991–.

SNOWDEN, GAIL, President, First Community Bank, Bank of Boston. Member of the Corporation, 1996–.

SNOWDEN, O. PHILLIP, Codirector (retired), Freedom House, Inc.; Partner, Snowden Associates. Member of the Corporation, 1977–95.

SOCOL, JERRY M., President and CEO, J. Baker, Inc. Member of the Corporation, 1990–; Board of Overseers, 1995–.

SOLOMON, BERNARD, Executive Vice President, Bank of New England Corp.; Executive Vice President (retired), Bank of New England Corp.; Consultant. Member of the Corporation, 1971–; Board of Trustees, 1980–95; Lifetime Trustee Emeritus, 1995–; Vice Chair, 1991–95; Vice Chair Emeritus, 1995–.

SORGI, LAWRENCE, President, Worksmart Systems, Inc. Member of the Corporation, 1991–; Board of Overseers, 1993–.

SORGI, PETER V., Attorney, Sullivan, Sorgi and Dimmock. Member of the Corporation, 1989–; Board of Overseers, 1990–94.

SPRAGUE, ROBERT C., Honorary Chairman, Sprague Electric Co. Member of the Corporation, 1953–91.

STATA, RAY, President, Analog Devices, Inc.; Chairman and CEO, Analog Devices, Inc. Member of the Corporation, 1986–93.

STERN, MILTON, Vice Chairman (retired), Stauffer Chemical Co. Member of the Corporation, 1977–96.

STONE, DAVID B., Chairman, North American Management Group; Chairman, North American Management Corp. Member of the Corporation, 1959–.

STONE, GALEN L., Associate Director, Tucker, Anthony & R.L. Day, Inc.; Investment Executive and Trustee, Tucker, Anthony & R.L. Day, Inc.; Investment Executive and Trustee, Tucker Anthony, Inc. Member of the Corporation, 1983-; Board of Overseers, 1986-94.

SULLIVAN, ANNE E., Attorney; Principal, Sullivan Associates. Member of the Corporation, 1995-.

SULLIVAN, GARRETT A., President, Granada Hospital Group, Inc.; Partner, The Bay Group; President, Southern Vermont Seafoods, Inc. Member of the Corporation, 1986-93.

SWEENEY, STEPHEN J., Chairman and CEO, Boston Edison Co.; Chairman of the Board (retired), Boston Edison Co. Member of the Corporation, 1983-; Board of Trustees, 1986-.

SWERSKY, PHYLLIS S., President, Work/Family Directions; President, I-Cube; President and COO, V'net Collaborative, Inc. Member of the Corporation, 1994-; Board of Overseers, 1995-.

TARR, ROBERT J., JR., President and COO, General Cinema Corp. Member of the Corporation, 1990-92.

TAYLOR, H. PATRICIA, Vice President for Administration and Finance, Houghton Chemical Corp.; Senior Vice President for Administration and Finance, Houghton Chemical Corp. Member of the Corporation, 1981-; Board of Overseers, 1985-88; Board of Trustees, 1988-; Vice Chair, 1992-.

TEMPEL, JEAN C., COO and Executive Vice President, The Boston Co.; President and COO, Safeguard Scientifics, Inc.; Executive Vice President and Director, Safeguard Scientifics, Inc.; General Partner, TL Ventures. Member of the Corporation, 1990-; Board of Overseers, 1995-.

TEMPLEMAN, LAWRENCE I., Executive Vice President and Director (retired), Commercial Union Assurance Companies. Member of the Corporation, 1969-.

TENNEY, CHARLES H. II, Chairman of the Board, Bay State Gas Co. Member of the Corporation, 1955-92.

THOMPSON, MILTON A., President, Thompson Enterprises. Member of the Corporation, 1967-92.

THORNDIKE, W. NICHOLAS, Chairman of the Board of Trustees, Massachusetts General Hospital; President and Trustee, Massachusetts General Hospital; Corporate Director and Trustee. Member of the Corporation, 1977-; Board of Overseers, 1986-89; Board of Trustees, 1989-.

TOBIN, ALAN D., Senior Partner, Tobin & Waldstein; Certified Public Accountant, Walter & Shuffain, P.C. Member of the Corporation, 1980-; Board of Overseers, 1985-88; Board of Trustees, 1988-.

TOOMEY, JOHN F., Principal, Norwood Engineering Co.; Principal, Toomey-Munson Associates; Principal, Toomey-Munson Associates, Inc. Member of the Corporation, 1990-.

TRIGG, D. THOMAS, Director (retired), Shawmut Corp. and the Shawmut Bank of Boston. Member of the Corporation, 1966-; Board of Trustees, 1972-88; Lifetime Trustee Emeritus, 1988-; Treasurer, 1973-79; Vice Chair for Finance, 1979-86; Vice Chair, 1986-87; Honorary Vice Chair, 1987-90; Vice Chair Emeritus, 1990-.

TSONGAS, PAUL E., Chairman, Massachusetts Board of Regents of Higher Education; Counsel, Foley, Hoag & Eliot; Partner, Foley, Hoag & Eliot. Member of the Corporation, 1979-96.

TUCCI, JOSEPH M., Chairman of the Board and CEO, Wang Laboratories, Inc. Member of the Corporation, 1994-.

TUFFIN, WILSON B., President and CEO, Nuclear Metals, Inc.; Vice Chairman, Nuclear Metals, Inc. Member of the Corporation, 1985-.

TURLEY, JOSEPH F., President (retired), The Gillette Co. Member of the Corporation, 1981-92.

TURNER, WILLIAM J., Chairman and CEO, FL Industries; Chairman and CEO, Turner and Partners. Member of the Corporation, 1992-.

TYLER, CHAPLIN, Consultant. Member of the Corporation, 1960-; Board of Trustees, 1966-77; Lifetime Trustee Emeritus, 1977-.

TYLER, WILLIAM B., Director, Rackemann, Sawyer & Brewster; President, Rackemann, Sawyer & Brewster, P.C. Member of the Corporation, 1985-96.

UHRICH, CAROLE J., Vice President, Polaroid Corp.; Group Vice President for Manufacturing and Development, Polaroid Corp.; Executive Vice President, Polaroid Corp. Member of the Corporation, 1989-; Board of Overseers, 1990-92; Board of Trustees, 1992-.

VATAHA, RANDEL E., Executive Vice President and COO, Bob Woolf Associates; Managing Senior Partner, Bob Woolf Associates; President, Game Plan, Inc. Member of the Corporation, 1986-.

WALLACE, MARC S., President, J. Howard & Associates, Inc. Member of the Corporation, 1993-; Board of Overseers, 1994-.

WALSH, MARTIN F., Director and Senior Vice President (retired), The Franklin Mint Corp.; Consultant (retired). Member of the Corporation, 1972-96; Board of Trustees, 1982-93; Honorary Trustee, 1993-95; Lifetime Trustee Emeritus, 1995-96.

WANG, AN, Chairman of the Board and CEO, Wang Laboratories, Inc. Member of the Corporation, 1972-90; Board of Trustees, 1979-90.

WATERS, JAMES L., President, Waters Business Systems, Inc. Member of the Corporation, 1978-; Board of Trustees, 1983-.

WAX, EDWARD L., President and CEO, Saatchi & Saatchi Advertising, Inc.; Chairman, Saatchi & Saatchi Advertising, Inc.; President and CEO, Saatchi & Saatchi Advertising Worldwide; Chairman and CEO, Saatchi & Saatchi Advertising Worldwide. Member of the Corporation, 1985-; Board of Overseers, 1987-.

WENDELL, DAVID T., Investment Counsel, David Wendell Associates, Inc. Member of the Corporation, 1977-92.

WHISTON, DONALD F., Chairman of the Board and President, The First National Bank of Ipswich. Member of the Corporation, 1983-92.

WHITE, CATHERINE A., Associate Justice, Massachusetts Superior Court. Member of the Corporation, 1986-; Board of Overseers, 1988-90; Board of Trustees, 1990-.

WHITWORTH, DR. E. LEO, JR., President and CEO, Whitworth Dental Associates. Member of the Corporation, 1994-.

WIESEL, ROBERT C., Chairman and CEO, Stone & Webster Engineering Corp. Member of the Corporation, 1996-.

WILLIAMS, JOHN T., Composer and Conductor, The Boston Pops Orchestra; Composer and Conductor. Member of the Corporation, 1989-96; Board of Overseers, 1989-96.

WILLIS, ROBERT H., Chairman of the Board and CEO (retired), Connecticut Natural Gas Corp. Member of the Corporation, 1964-; Board of Trustees, 1964-94; Lifetime Trustee Emeritus, 1994-; Alumni Term Member of Corporation, 1961-64; Chair, 1971-89; Chair Emeritus, 1989-.

WILLMORE, DENA G., Partner, Director of Marketing, Wellington Management Co.; Partner (retired), Wellington Management Co. Member of the Corporation, 1995-; Board of Overseers, 1996-.

YANOFF, SEYMOUR L., President and General Manager, WNEV-TV; Executive Vice President, New England Television Corp. Member of the Corporation, 1985-95.

MEMBERS OF THE GOVERNING BOARDS, 1989-1996

YOUNG, RICHARD W., CEO, Mentor O & O, Inc.; Director, Mentor Corp. Member of the Corporation, 1968-92.

ZANGHI, LUCILLE R., Vice President, Dean Witter Reynolds, Inc. Member of the Corporation, 1990-; Board of Overseers, 1991-92; Board of Trustees, 1992-96; Honorary Trustee, 1996-.

ZISES, ALVIN C., President (retired), Prulease, Inc. Member of the Corporation, 1965-; Board of Trustees, 1966-77; Lifetime Trustee Emeritus, 1977-.

ZRAKET, CHARLES A., President and CEO, The MITRE Corp; President and CEO (retired) and Trustee, The MITRE Corp. Member of the Corporation, 1985-; Board of Overseers, 1989-90; Board of Trustees, 1990-96; Lifetime Trustee Emeritus, 1996-.

HONORARY DEGREE RECIPIENTS
1989–1996

NAME	DEGREE	YEAR
ALI, MOHAMMAD	Doctor of Public Service	1994
ALLEN, WILLIAM F., JR.	Doctor of Engineering	1990
ANGELOU, MAYA	Doctor of Fine Arts	1992
ASHE, ARTHUR	Doctor of Public Service	1990
ASNER, EDWARD	Doctor of Humanities	1989
AUGER, DIANA J.	Doctor of Laws	1991
BASSUK, ELLEN LINDA	Doctor of Public Service	1993
BATEMAN, ROBERT	Doctor of Fine Arts	1991
BATSON, RUTH MARION	Doctor of Pedagogy	1989
BECTON, HENRY P., JR.	Doctor of Public Service	1996
BERNAYS, EDWARD L.	Doctor of Public Service	1989
BRAZELTON, THOMAS BERRY	Doctor of Humane Letters	1990
BRISCOE, BENJAMIN ANDREW	Doctor of Political Science	1992
BROOKS, ROBERT A.	Doctor of Engineering	1996
BROWN, MICHAEL H.	Doctor of Public Service	1995
BROWN, WILLIAM L.	Doctor of Humane Letters	1989
BRUTUS, DENNIS VINCENT	Doctor of Laws	1990
BUSH, BARBARA PIERCE	Doctor of Public Service	1991
CASTELLI, WILLIAM P.	Doctor of Science	1996
CHILDERS, JOHN BARTON	Doctor of Political Science	1993
CLINTON, WILLIAM JEFFERSON	Doctor of Public Service	1993
COBB, JEWEL PLUMMER	Doctor of Science	1990
COHEN, MORRIS	Doctor of Science	1989
COLES, ROBERT	Doctor of Letters	1995

HONORARY DEGREE RECIPIENTS, 1989-1996

COPPERSMITH, S. JAMES	Doctor of Journalism	1990
COTTON, CLARE M.	Doctor of Humane Letters	1994
CROTTY, PHILIP THOMAS	Doctor of Business Administration	1995
CURRY, JOHN A.	Doctor of Public Service	1996
CURTIN, JANE	Doctor of Fine Arts	1993
DEUTCH, JOHN	Doctor of Public Service	1994
DUNN, MARTIN J.	Doctor of Laws	1993
EDGERLY, WILLIAM	Doctor of Public Service	1995
EGAN, RICHARD J.	Doctor of Letters	1995
EHRMANN, SARA R.	Doctor of Laws	1992
ELFERS, WILLIAM	Doctor of Humane Letters	1989
FERGUSON, VERNICE	Doctor of Public Service	1990
FIREMAN, PAUL	Doctor of Humanities	1990
FRASER, ROBERT B.	Doctor of Laws	1996
GEORGOU LIS, STRATTON J.	Doctor of Engineering	1996
GRACE, HELEN K.	Doctor of Humane Letters	1995
GRAY, WILLIAM H. III	Doctor of Humane Letters	1992
GUINIER, LANI	Doctor of Laws	1994
HARTLE, TERRY W.	Doctor of Laws	1996
HATCH, FRANCIS WHITING	Doctor of Humanities	1994
HEARD, MARIAN	Doctor of Divinity	1996
HENDERSON, ERNEST III	Doctor of Public Service	1992
HENEY, JOSEPH E.	Doctor of Engineering	1990
HENRY, AARON E.	Doctor of Laws	1992
HIATT, ARNOLD S.	Doctor of Public Service	1994
HOGAN, WILLIAM T.	Doctor of Humane Letters	1991
HOROWITZ, MORRIS	Doctor of Humanities	1990
JOHNSON, EDWARD C. III	Doctor of Commercial Science	1989
KARTASASMITA, GINANDJAR	Doctor of Public Service	1994
KHAZEI, ALAN AMIR ALI	Doctor of Public Service	1995
KRENTZMAN, HARVEY "CHET"	Doctor of Business Administration	1991
KUSHNER, HAROLD S.	Doctor of Humanities	1991
LAPCHICK, RICHARD	Doctor of Laws	1994
LAWARE, JOHN P.	Doctor of Political Science	1989
LESSER, LAURENCE	Doctor of Music	1994

HONORARY DEGREE RECIPIENTS, 1989–1996

LEVINE, IRVING R.	Doctor of Laws	1993
LEWIS, JOHN	Doctor of Public Service	1995
LEWIS, REGINALD (posthumous)	Doctor of Humanities	1994
LIACOS, PAUL J.	Doctor of Laws	1991
LIPMAN, IRA A.	Doctor of Laws	1996
LOFTMAN, KENNETH A.	Doctor of Science	1990
LOVE, SUSAN MARGARET	Doctor of Science	1991
LOWELL, JOHN	Doctor of Public Service	1989
MACKINNON, CATHERINE	Doctor of Laws	1993
MAHIDOL, CHULABHORN	Doctor of Science	1989
MANDELA, NELSON R.	Doctor of Laws (presented in 1990)	1988
MARINO, ROGER M.	Doctor of Humane Letters	1996
MAVROULES, NICHOLAS	Doctor of Political Science	1991
MCDONOUGH, WILL	Doctor of Journalism	1993
MCINTYRE, KEITH	Doctor of Pedagogy	1996
MENINO, THOMAS M.	Doctor of Public Service	1996
MURTHA, JOHN P.	Doctor of Political Science	1991
NEAL, RICHARD I.	Doctor of Military Science	1991
NORRIS, WILLIAM C.	Doctor of Engineering	1989
O'BRIEN, PAUL CHARLES	Doctor of Laws	1993
OCKERBLOOM, RICHARD C.	Doctor of Laws	1995
PARKS, PAUL, SR.	Doctor of Engineering	1994
PATTERSON, P. J.	Doctor of Letters	1994
PICARD, DENNIS J.	Doctor of Engineering	1989
POE, SHERI	Doctor of Commercial Science	1995
RABKIN, MITCHELL	Doctor of Science	1994
REPPUCCI, EUGENE M., JR.	Doctor of Humanities	1995
ROBINSON, MARY	Doctor of Public Service	1994
ROBINSON, RACHEL ANNETTA	Doctor of Humane Letters	1995
ROOSEVELT, ANNA CURTENIUS	Doctor of Science	1992
ROSENBLATT, NORMAN	Doctor of Humane Letters	1991
ROWLANDS, JEANNE L.	Doctor of Humane Letters	1992
SACCO, ALBERT, JR.	Doctor of Engineering	1996
SANUSI, DATO ABDULLAH AHMAD	Doctor of Laws	1993
SHAW, BERNARD	Doctor of Journalism	1994
SILBER, JOHN R.	Doctor of Humane Letters	1992

HONORARY DEGREE RECIPIENTS, 1989-1996

SOLOMON, BERNARD	Doctor of Public Service	1991
STERN, DAVID	Doctor of Commercial Science	1994
STONE, GALEN LUTHER	Doctor of Political Science	1993
SULLIVAN, LEON HOWARD	Doctor of Divinity	1992
SWEENEY, STEPHEN J.	Doctor of Public Service	1994
TAGLIABUE, PAUL	Doctor of Humane Letters	1990
TAURO, JOSEPH L.	Doctor of Laws	1990
TAYLOR, H. PATRICIA	Doctor of Public Service	1996
THOMAS, HELEN	Doctor of Journalism	1995
TIERNAN, KIP	Doctor of Laws	1990
TOBIN, ALAN D.	Doctor of Laws	1994
ULLMANN, LIV	Doctor of Arts	1989
WALSH, MARTIN F.	Doctor of Commercial Science	1992
WATERS, JAMES L.	Doctor of Science	1993
WATTLETON, FAYE	Doctor of Laws	1990
WEISS, KARL	Doctor of Science	1993
WELD, WILLIAM FLOYD	Doctor of Letters	1995
WEST, CORNEL	Doctor of Humane Letters	1996
WHARTON, CLIFTON R., JR.	Doctor of Humane Letters	1994
WHITE, WILLIAM D.	Doctor of Humane Letters	1991
WONG, WILLIAM	Doctor of Public Service	1993
WOODEN, RUTH A.	Doctor of Public Service	1992

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More important, however, the university thrived academically throughout the Curry administration, in spite of the budget problems. Average freshman SAT scores rose significantly; nearly 30 academic programs were established; nationally known scholars were hired; and new and renovated facilities provided high-quality space for both research and teaching, changing the campus into one of the most inviting in Massachusetts. Fundraising, strongly geared toward academic enhancement, hit an all-time high. A multi-million-dollar computer network was created.

Northeastern also forged stronger ties with its immediate neighbors and with local, state, and federal governments. Curry himself served as an eloquent spokesman on higher education issues, as well as a worldwide ambassador preaching the gospel of co-op. Expanded public relations spread news of Northeastern's successes across the nation. And the university became more diverse and tolerant.

Over the course of Curry's seven years as president, Northeastern shrank in size by nearly a third, yet at the same time it matured in status, moving decisively into the ranks of national research universities. And, for Northeastern's faculty and students, the university became a far better place to work and study.

Barbara Feldscher, who spent the early part of her career as a reporter for a daily newspaper, began working at Northeastern University in 1984, the same year John Curry became executive vice president. As editor of Northeastern's in-house newspaper for faculty and staff, she worked closely with Curry and became familiar with the university's successes and struggles. She also edited a research journal for Northeastern, wrote for its alumni magazine, and authored several annual reports.



"A great university worthy of the name is always changing, always in the process of becoming something different and something better."

—JOHN ANTHONY CURRY, MAY 1992