

CALTECH NEWS

MAY 1988

SPECIAL INAUGURAL EDITION

Caltech welcomes new president

Some 3,000 members of the Caltech community and invited guests filled Beckman Mall on April 12 for the inauguration of Thomas E. Everhart as president. It was a joyous day on the campus as Caltech claimed its new president and first lady.

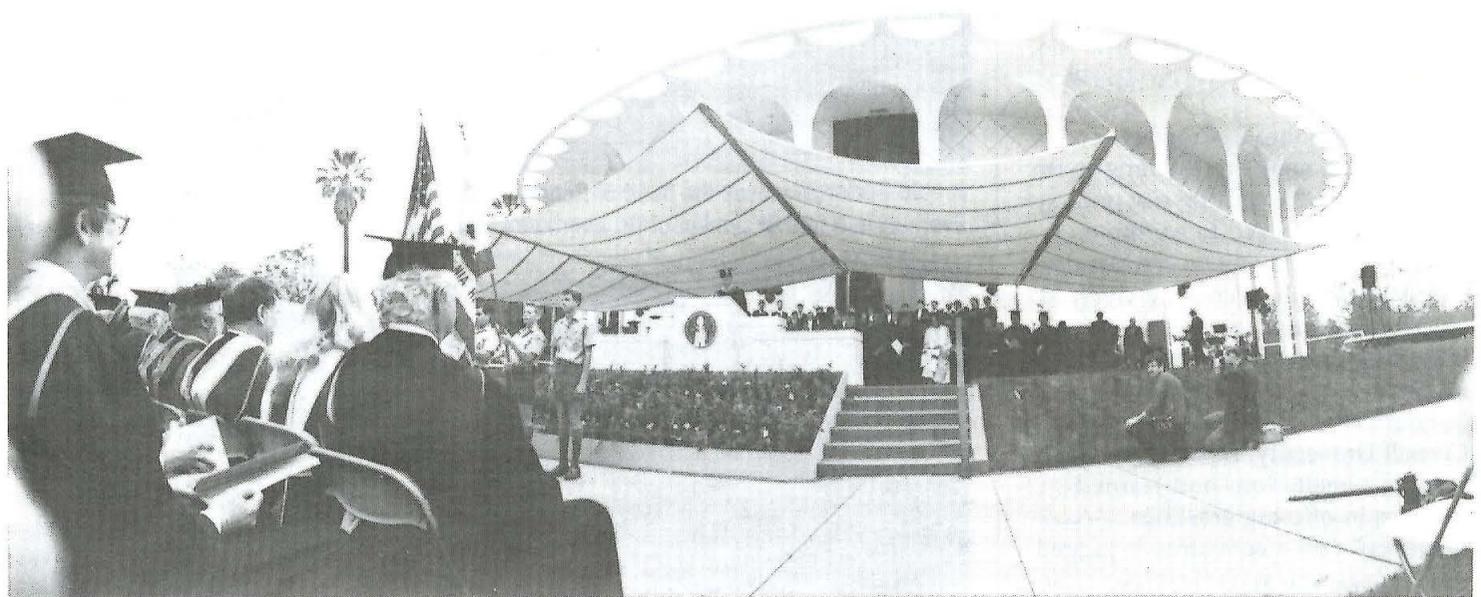
A formal academic procession opened the ceremony, filing in to the music of the Convocation Brass Ensemble and Organ, conducted by William Bing. Donald S. Cohen, chairman of the presidential search committee and professor of applied mathematics, led the procession as chief marshal. Boy Scout Troop 5 of Polytechnic High School served as color guard.

Marching in the procession were members of the faculty, Nobel laureates, recipients of the Caltech Alumni Distinguished Service Award, delegates from academic institutions and learned societies, Caltech trustees, and special guests.

Ruben F. Mettler, chairman of the Board of Trustees, presided. He introduced the Rev. Janet S. Everhart, daughter of Dr. and Mrs. Everhart, who gave the invocation and benediction. In part, her opening prayer expressed these sentiments: "Oh God, we know You in many ways. We call You by many names. On this day of celebration we look to You as the source of wisdom and knowledge. Fill today our heads and our hearts with the great gift of education. May the people of this Institute be good stewards of its resources. Save us from academic pride and move us instead to be compassionate citizens in our bruised world."

Mettler recognized the Caltech trustees and then introduced Lee A. DuBridge, Caltech president emeritus, who was a member of the platform party.

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Everhart on Caltech's challenge in history's most exciting age

President Thomas E. Everhart, in his inaugural address, reminded his audience of Caltech's heritage — and set some strong goals for its future — as he remarked that we live in the most exciting age in human history, and that the people of Caltech are at the center of the action.

Stressing the importance of Caltech's role in society, he said that "in 1988, when we hear concerns about economic competitiveness, when we are still recovering from the *Challenger* disaster, when our grade schools and high schools are not as competitive as we would like, when we cannot find the will to balance our national budget, there need to be a few places that look ahead, and still dare to do the most ambitious things that human beings can accomplish. Caltech still has that ambition and that daring."

Everhart emphasized the strength and importance of Caltech's heritage and of its past leaders—especially George Ellery Hale, Arthur A. Noyes, Robert A. Millikan, Lee A. DuBridge, Harold Brown, and Marvin L. Goldberger.

In reviewing the guiding principles that governed the establishment of the modern Caltech, Everhart quoted from Robert A. Millikan, chairman of

the Institute's executive committee from 1921 until 1945. Everhart noted that Millikan once observed that "there is tremendous need in the United States for some schools which are designed to furnish exceptional opportunities and give exceptional training to exceptional men." "Today

"There need to be a few places that look ahead, and still dare to do the most exciting things that human beings can accomplish. Caltech has that ambition."

I would amend that by emphatically stating 'men—and women,'" Everhart said.

Millikan went on to express the ideal of the Institute as one "not very common in American educational institutions, an ideal not of large growth in numbers, nor of the extension of field of study over a large range of subjects, but rather the ideal of doing work of superlative quality in the chosen and relatively limited field of the Institute's activities—the cultivation of the mathematical and physical sciences and their applications."

Finally, Millikan urged "the cultivation of science, together with the cultivation of a belief in the reality of moral and spiritual values."

Today, said Everhart, it is important to remember these goals articulated by Millikan as ongoing realities when Caltech's *future* role is considered, and he stressed that "quality — not numbers — has been the key to our continued success."

"Besides continuing to stand for quality, we should continue to focus on a few important areas, and should aspire to be second to none in those areas. If we are to stay small as science and technology change, we may need to gradually phase out certain topics as we phase in new and more important ones," he admonished.

As Caltech consistently reassesses its priorities, Everhart said the following points are important to keep in mind:

Anthropologist Margaret Mead once said that a few thoughtful, committed citizens can change the world. "We have a good supply of such people among our faculty and students, and we can make a big difference," Everhart stressed.

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A welcome for a new president

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He went on to convey greetings from government officials, including one from President Ronald Reagan that stated, "This renowned Institute is fortunate to have you at its helm. In a world where technological advances are developed at an ever-quickening pace, Caltech's importance grows larger every year. You have my best wishes for every success."

The Hon. John C. Crowley, mayor of Pasadena, spoke of the long-term cooperation between the city and Caltech and pledged to continue working "in harmonious concert" in joint ventures that "create a civilized environment" and improve the quality of life for everyone in the community.

Frank H. T. Rhodes, president of Cornell University, represented the academic institutions and learned societies in offering greetings. "A university, like a company, is judged

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Vol. 22, No. 3

May 1988

Issued six times a year (Feb., April, June, Aug., Oct., and Dec.) and published by the California Institute of Technology and the Alumni Association, 1201 East California Blvd., Pasadena, California 91125. Second class postage paid at Pasadena, California. Postmaster: Please send address changes to *Caltech News*, 1-71, California Institute of Technology, Pasadena, CA 91125. (818) 356-4692

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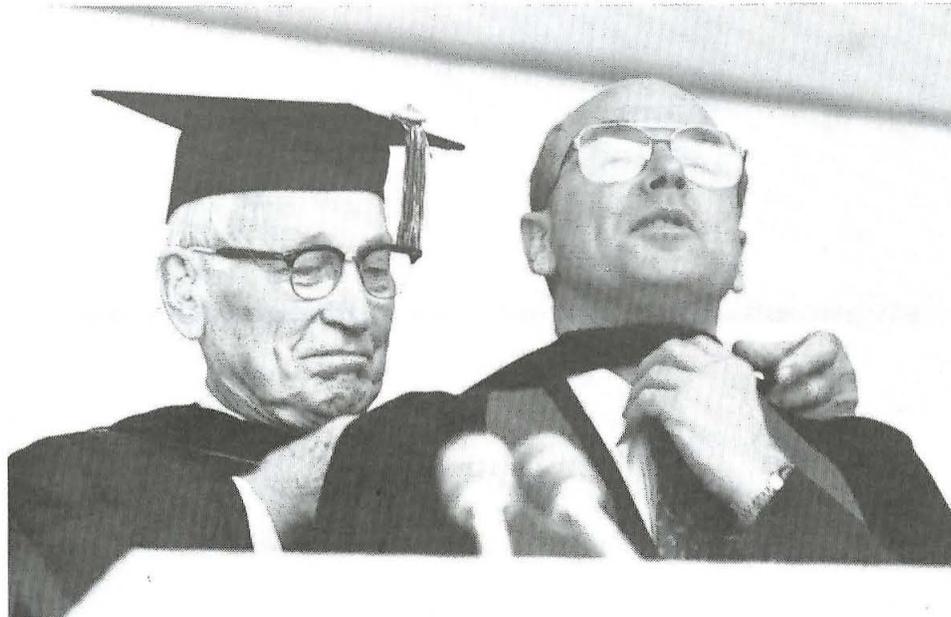
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USPS 085-640



Arnold Beckman places the hood of Robert A. Millikan around the shoulders of Thomas Everhart in a formal symbol of Dr. Everhart's investiture as president of Caltech.



Watching inaugural proceedings are, from left: Shirley Gray, wife of Professor Harry Gray; Mabel Beckman, wife of Arnold Beckman; Doris Everhart, wife of President Everhart; Tammy Schmit, a friend of the Everhart family; John Everhart, the Everharts' son; Nancy Everhart, the Everharts' daughter; and Amy Harrison, the Everharts' niece.

Everhart: We have returned good measure to society

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Astronomer George Ellery Hale once remarked that the greatest engineer not only understands machines and formulas, but has also developed his breadth of view and his imagination, Everhart reminded his audience. "New discoveries are liable to be made by people who know more than the details of a sin-

gle field, and to augment our imaginations, we have tools of unprecedented power with which to do our calculations, make our measurements, and visualize our results," he commented.

The president stressed that Caltech will require support to accomplish its goals, and that there will be a continuing need to remind society that "our work and our accomplishments are important to the future of our region and of our nation."

We live in times of unprecedented change, he said, and Caltech should be ready to seek out new and important challenges with long-lasting implications, and to meet them head-on.

He emphasized that, in order to maintain excellence, we must attract the most imaginative, innovative, intelligent, and industrious faculty and students, and provide them with "the facilities and stimulation for them to excel."

People are important to each of us as we go through life; thus the humanities and arts are essential to each of us, he added. Said Everhart, "That is why Millikan and each of his successors have stressed the importance of the humanities and arts to our students, and I reaffirm that importance today."

Finally, said Everhart, "We need to constantly remember that people and knowledge are our two most important products. The students who entrust their futures to us deserve the best that we can provide. . . . They carry away part of us when they go out into the world, hopefully to make it a better place." At the same time, he pointed out that the store of knowledge accumulated at the Institute continues to grow and to be passed on.

"Through these people and through this knowledge, we pass on, and hopefully improve upon, the heritage which we have received," he said.

In conclusion, Everhart quoted from a letter by the author of a book about astronomy at Caltech entitled *First Light*. In answering a letter from Everhart, the author, Richard Preston, wrote, "Caltech is a unique place with a style all its own, like nothing else on earth — a small institution made up of real people, with all their complexities, and yet Caltech has had, and still has, the daring to build telescopes and instruments that leap beyond anything anybody has ever tried before, using private money, private initiative. In some sense, my book is a story of the best and most ambitious things that human beings can accomplish."

People at Caltech will continue to accomplish some of the best and most ambitious things possible, Everhart said, as he noted that "with the generous support of the Keck Foundation, we presume to build the world's largest optical telescope. With our colleagues from the University of California . . . we shall be looking farther into space and with higher resolution than ever before, from one of the world's great observing sites on the top of Mauna Kea on the island of Hawaii.

"We broke ground yesterday for Beckman Institute, which will be the

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largest building to be constructed on the Caltech campus. It will bring together some of our most distinguished chemists and biologists for research that increasingly depends on the expertise from both disciplines. Just as Dr. Beckman has made many contributions to our society through his inventions, I predict that future key advances in science will be made in the Beckman Institute.

"And the dream continues. Our physicists are developing new theories which may help explain the fundamentals of matter and what happened in the first few microseconds of the 'big bang' which we believe took place at the start of the universe.

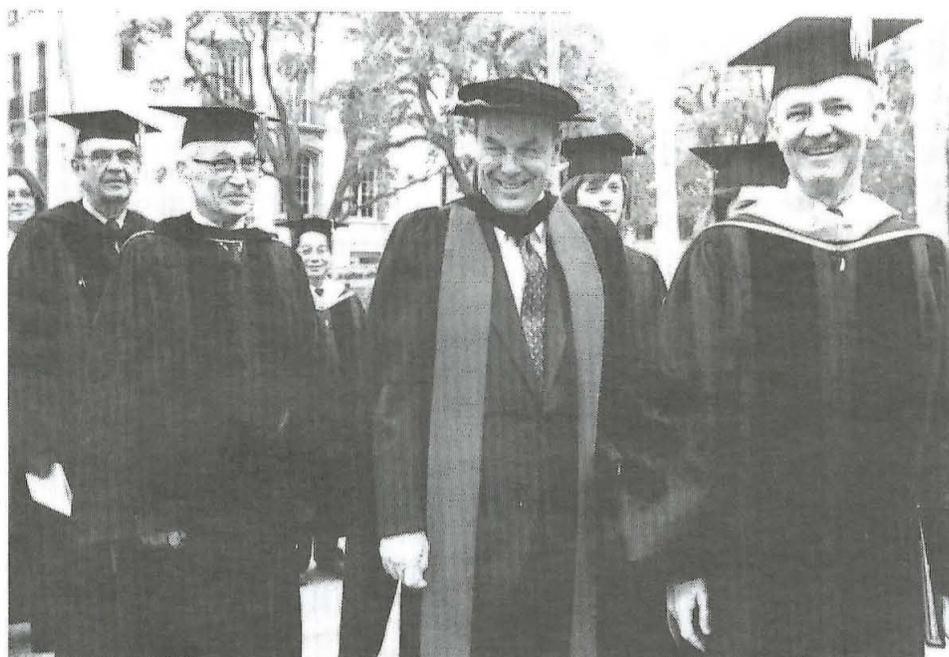
"In a new option, computational and neural systems, faculty from several divisions are building neural networks using integrated circuit technology to create artificial eyes and ears, for example. Others are studying more deeply how neural systems work in order to improve how future generations of computers may work. This active comparison of biological systems created by evolution over millions of years with artificial systems which humans are creating in weeks and months promises important new insight into both"

"Our biologists are developing new instruments that make it possible to sequence genes, and to know the genetic and regulatory codes that make humans unique from other species, and each person distinct from one another. They are also learning how complex entities like human babies develop from the information stored in a single cell.

"Our chemists are synthesizing new organic compounds, and measuring chemical reactions with unprecedented speed. Our geologists are studying the interior of the earth, as well as chemical reactions in outer space.

"Our engineers are developing new computers, new robots, new methods of simulation and visualization, as well as new understanding of the principles on which the machines of our civilization rely."

And through JPL, Caltech has made important contributions to space exploration and to the aerospace industry.



Marching in the academic procession are, from left: R. Stanton Avery, chairman emeritus of the Board of Trustees; Arnold O. Beckman, chairman emeritus of the Board of Trustees; President Thomas E. Everhart; and Ruben F. Mettler, chairman of the Board of Trustees.

"From the depths of the earth, which sometimes moves in frightening ways, to the depths of outer space as seen through our telescopes, we have tried to understand and to elucidate the forces of nature. We have used our knowledge, understanding and ingenuity to try to harness these forces to serve humanity.

"Indeed," he said, "we live in the most exciting age in the history of mankind, and we in research, we in academia, we at Caltech, are at the center of the action."

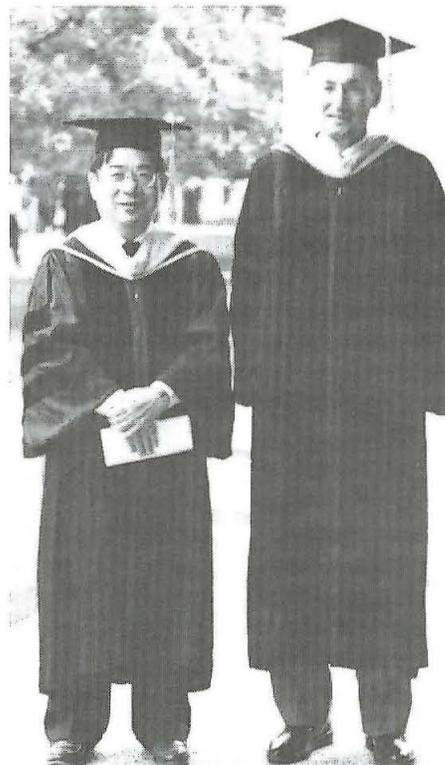
Everhart stressed the role of the Board of Trustees and other supporters — alumni, Associates, friends, foundations, corporations, and government — in the Institute's successes.

"And we have returned good measure to society, both in the results of our research, and in the young people who have gone forth with an excellent education to make their mark upon the country and the world."

Everhart concluded his remarks with the promise that "what will keep me striving in the months and years ahead will be my respect for the example set by my predecessors, the traditions established over time by the remarkable men and women who have helped Caltech become what it is today, and the sense that there is even more that needs to be accomplished for our society in southern California, for this great nation of ours, and for the world at large. Caltech deserves the very best that I can offer as a president, and with your help, I shall try to be worthy of the task."



President Everhart embraces his daughter, the Rev. Janet Everhart, who delivered the invocation and benediction.



Sunney I. Chan, chairman of the faculty, and Donald S. Cohen, chairman of the presidential search committee, were among those who spoke at the inauguration.

Welcoming Caltech's new president

Continued from page 2

by the president it keeps, and you have kept your presidents well at Caltech," he said. "Few jobs call for more skills."

In this context he praised Dr. Everhart for his "distinction as a scholar and research worker. During his career he has brought a strong research emphasis to his leadership but also strengthened the focus on teaching and forged new links with industry.

"He brings not only the highest abilities but great personal strength. He is thoughtful, dynamic, strong, yet sensitive and warm. He has rare ability and commitment. I congratulate you on your choice."

Sunney I. Chan, chairman of the faculty, described Everhart as "tall in spirit, integrity and ideals, with wisdom and a sense of purpose, and the highest academic credentials. We are fortunate," he said, "to have him to lead us into the 21st century."

Sam Weaver, president of the Associated Students of Caltech, expressed his gratification that Dr. Everhart has "demonstrated great interest in the dynamics of student life here." He said that the new president has eaten at several of the student houses and invited groups of students to dinner at the Athenaeum, and has drawn them out on many issues. "He showed himself to be a sensitive and insightful listener," said Weaver, as he spoke of the beginning of a productive and fulfilling relationship.

Lynn Hildemann, chairman of the Graduate Student Council, echoed the conviction that Dr. Everhart has already shown a remarkable interest in student views and concerns, and has talked to many of them "on a one-on-one basis." She welcomed him on behalf of the graduate students.

David Harper, president of the Alumni Association, concluded the succession of welcomes by expressing the pleasure of the Alumni Association in the choice of Dr. Everhart as president, and the anticipation felt by alumni at the prospect of working with him more closely.

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The inaugural welcome:

Putting it together involved months of planning for a celebration on a massive scale.



by Winifred Veronda

Working in the robing area, Susan Thomson assists Professor William Bridges as he dons his academic robes.

When the Caltech community chose an inaugural ceremony as a welcome for its new president, it assumed the responsibility for putting together a celebration on a massive scale — one that would require months of planning and directly involve the efforts of dozens of people on the campus.

From mailing out 4,700 hand-addressed invitations, to planning a luncheon for 3,000 people, to finding parking spaces for the 1,800 guests who would drive to Caltech on the inaugural day, to trimming all the campus trees — members of the Caltech community took on inaugural tasks and swung into action.

Planning started in mid-December when the decision was made to have an inauguration. Eileen Heveron, formerly assistant director of gift and estate planning in the development department, was designated as inauguration coordinator, with Lenore Freise as her assistant. An inaugural operations committee under the leadership of Theodore P. Hurwitz,

vice president of institute relations, got down to work. Various members of the committee were responsible for academic issues and protocol, academic regalia, Athenaeum liaison, physical plant liaison, public events liaison, and public relations.

Inaugurations vary widely from institution to institution, ranging in time from a day to a week-long series of activities culminating in the central event to no inauguration at all. Although there would be many new aspects to the inauguration of Thomas E. Everhart, the planners followed a basic format from the inaugurations of Harold Brown and Marvin L. Goldberger. This format featured a morning convocation for guests and the entire campus community, and a meal for distinguished visitors. (Lee A. DuBridge was inaugurated in ceremonies at the Pasadena Civic Auditorium.) An innovation, at the Everharts' request, was a luncheon for everyone attending, including the staff and student body.

An early assignment was the recruiting of volunteers to address 4,700 invitations. Community volunteers and wives of graduate students spent a week addressing the envelopes, and three days stuffing and stamping them. In all, 225 hours of work time went into the effort — one that culminated when

Eileen Heveron and her staff worked one night until 11, sealing the invitations by hand. A separate letter of invitation was mailed to staff members.

Among those invited were family and friends of the Everhart family, heads of other academic institutions throughout the world, presidents of learned societies, Nobel laureates, recipients of Caltech's Distinguished Alumni award, members of The Associates, and prominent civic and governmental leaders — along with all members of the Caltech faculty, staff, and student body.

As the invitations were being prepared, Rich Fagen of the Campus Computing Center worked to create a program that would track all of the RSVPs from 20 separate invitation lists as responses arrived at the institute relations office. This would enable the planners to calculate a myriad of details such as how many cars would need guest parking spaces, and how many people would be attending a VIP dinner given by the Caltech trustees the evening before the inauguration.

The computer program was an innovation; when Marvin L. Goldberger was inaugurated 10 years earlier, RSVP data were compiled on 3 X 5 index cards.

Arranging accommodations for all of the out-of-town guests required a substantial effort. Rooms were reserved in the Athenaeum and in several hotels near the campus. Shuttle service to and from the campus and the parking site, and to and from hotels and airports, was scheduled.

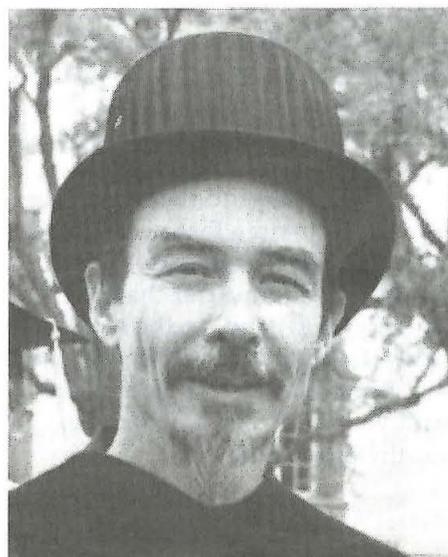
What to do with the 900 cars driven to the campus by local guests represented a major challenge, at a time when all of the Institute's lots are regularly full. Fortunately, detective work revealed that Pasadena City College would be on spring break during inaugural week, and arrangements were made for the guests to park in lots on that campus.

Although rain is relatively rare in southern California during April, developing a rain plan was an essential responsibility for the inaugural planners. If April 12 had dawned rainy, the inauguration itself would have taken place in Beckman Auditorium, while all of the auditoriums on campus, along with the Athenaeum, the student houses, and Millikan Board Room, would have been served by closed-circuit television. But even those facilities could not have accommodated all the faculty and staff as well as the off-campus guests. "If it had rained," said Heveron, "I believe I would have cried."

Fortunately, the day was sunny and the rain plan will be an unused



Professor Annette Smith joins the academic procession.



Professor Carver Mead appears in his academic regalia.



Among faculty members marching in the procession are, from the front: Ward Whaling, Barclay Kamb, Gerald Wasserburg, Lew Allen, Edward Stone, James Strauss, David Grether, and Fred Anson.

document in the archives of the inauguration coordinator's office.

Some of the busiest people on campus as inauguration approached were Abel Ramirez and other members of the Athenaeum staff. They not only served a VIP dinner the evening before the inauguration (roast New York strip with truffle sauce), but also served continental

"In planning for it, we captured the interest of the entire Caltech community. People from all over campus called to say, 'I'm willing to do whatever I can.'"

breakfast to guests staying at the Athenaeum, and lunch on the patio and under tents on the lawn for 3,000 (chicken salad in baskets lined with linen napkins) following the inauguration itself. To meet the demands for space and serving-power, Ramirez called upon resources from local restaurants, borrowing refrigerator space and hiring trained personnel to work at the events.

Also busy were members of the buildings and grounds staff, who trimmed all the campus trees and shrubbery before the inauguration, and planted many beds of spring flowers. Normally this campus beautification process takes place before commencement; this spring the staff would do double duty, repeating the trimming and planting cycle in early June.

Robing members of the academic procession represented another major task for the campus community. The coordination of all these details fell to Molly Swan and Jenny Bean. All of the delegates — academic representatives, presidents of learned societies, distinguished guests, etc. — were asked to provide their own academic regalia. Some 250 robes were ordered for trustees, distinguished alumni, and members of the faculty who would march in the procession. The caps, gowns, and hoods arrived a week before the event, ironed and hanging on racks, ready to be sorted and sifted.

On the inaugural morning, marchers robed and lined up at six places on campus, where they were assisted by a cadre of campus employees who regularly work in this capacity at commencement. Delegates marched in order of the founding date of the institutions they represented, Oxford (founded during the 12th century) being the oldest, and Harvard being the oldest in the United States. Prepared sheets for marchers, based on official founding dates, contained their marching order.

The President's Hosts, a group of specially selected students who serve as tour guides for VIPs visiting campus, stood by to dispense information and give directions. Near Parsons-Gates Hall of Administration, a 20-foot tent had been erected, containing a Red Cross first aid unit as well as veteran Caltech staff members who could give directions and offer general assistance.

On hand to televise the event was the local cable television station; coordinating arrangements with the station staff fell to Hall Daily of the public relations office and Jerry

Willis, manager of Caltech's public events office. The latter office coordinated all audio-visual projects, seating plans and blueprints, ushering, and liaison with the physical plant department. "There really was no part of the ceremony that Jerry and his crew weren't a part of in some way," said Heveron.

Inauguration day dawned warm and hazy and months of planning came to a smooth and virtually flawless climax. Hal Ginder, head of campus security, and John Durden, head of custodial services, circulated around the campus on their Caltech bicycles, finding few problems to



Staff member Judith Rosenthal entices her dog, Trever, with a stray confetti streamer after the inauguration.

mend. Marching delegates, lining up for the processional, compared founding dates of their institutions. Near San Pasqual Street, a line of helmeted bicyclers rode through a gap in the robed academic procession, looking as surprised as the marchers.

Air turbulence created a minor disappointment, as five large nets filled with orange-and-white balloons were released at the ceremony's conclusion. Instead of bobbing leisurely in front of Beckman for a bit as was anticipated, they were carried directly aloft by the wind.

As the recessional began, confetti rained down from atop Beckman Laboratories and Baxter Hall of the Humanities and Social Sciences — the buildings that flank Beckman Mann. Elegantly dressed men and women festooned themselves with confetti streamers as they walked toward the luncheon tents in front of the Athenaeum. Meanwhile, Fleming House residents stood by with walkie-talkies to signal the right moment to fire the house cannon as a salute to the Everharts.

More than 2,800 people were served lunch and no one stood in line, in what one observer termed "the most organized and efficient operation I've ever seen." Then it was over, and evidence of the event quickly disappeared, as frisbee players returned to Beckman Mall and staff and faculty returned to work. It was over, that is, except for the warm feeling created by having been part of a very special event.

"From the beginning," says Heveron, "we looked at this event as a celebration — as an open witness to the spirit of joy that began when the search committee announced that Dr. Everhart had been chosen as president.

"In planning for it, we captured the interest of the entire Caltech community. People from all over campus called to say, 'I'm willing to do whatever I can. Let me know if you need anything from me that day.'

"Putting on the event put a great deal of extra pressure on the system, and the system absorbed it successfully. We called on a lot of people to help, and they all said 'yes! We want to!' This is a big part of the reason why the whole experience was such a special one, for me and for Caltech."

A presidential welcome

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Then Arnold O. Beckman, assisted by R. Stanton Avery, placed the hood of Robert A. Millikan on Dr. Everhart's shoulders as a symbol of his formal investiture as president.

Donald S. Cohen introduced Dr. Everhart to give his inaugural address, noting that he was at the top of the search committee's list of candidates. He said Everhart was chosen because of his superlative administrative and academic abilities.

"He is the head of a great institution, full of strong-willed faculty, with whom he has to deal in an immediate and personal way with no layers of administration," said Cohen.

"We have a remarkable group of students, surpassing any other group by any acceptable measure. It is a major obligation and challenge to provide them with the most imaginative and thoughtful education possible.

"In all areas, the president must nurture, lead, guide, and direct the Institute to ever-higher levels of distinction. We perceived in Tom Everhart the qualities we desired.

"He has the type of intellectual ability and honesty necessary to command the respect and loyalty of the distinguished faculty he must represent. He understands that Caltech requires a special kind of leadership that works with faculty initiative confidently, without abdicating authority and responsibility. He has accepted that challenge of keeping Caltech innovative and undertaking new research initiatives while maintaining its small size and special qualities." Cohen concluded by predicting that the Everhart years will be golden years for Caltech.

Cohen observed that the new president, in accepting the offer, had to relinquish his Illinois football tickets for a ticket between Caltech and Tijuana Tech, but that he has come to an institution where the president earns more than the football coach.

As the recession began, hundreds of orange-and-white balloons floated toward the sky, and confetti cascaded down from the rooftops of the buildings that flank Beckman Mall. Then the guests drifted across campus to the Athenaeum, where 2,800 visitors sat under white canopies and ate their lunches to the background music of the Caltech Jazz Band.

Doris Everhart: first of all, her husband's partner

"We've been very happy, and made lots of good friends, in every place we've been."

by Winifred Veronda



"Caltech has been an easy community to move into. It's very friendly, and we've had a genuinely warm reception."

Doris Everhart, the other half of Caltech's new presidential team, is much more comfortable not dwelling on what her "role" will be as the Caltech president's wife.

"We like people to think of us as Tom and Doris," says the sandy-haired, self-possessed, youthful Caltech first lady. "We want people to see us this way rather than as individuals who fit into a role or category that doesn't really say anything about who we are.

"I enjoy people and I like getting acquainted with students, faculty, and staff. Both Tom and I want to become as well-acquainted as possible with all parts of the Caltech community, and to attend as many campus functions as possible. That process of getting to know people is our first priority. Then there will be time to think of roles."

Mrs. Everhart, warm and poised and with a responsive laugh and sparkling blue eyes, is first of all her husband's partner and companion. Their relationship extends back to

their junior year in high school in Wichita, Kansas, when a tall ash-haired young student from Girard, Kansas enrolled in her psychology class and also turned up at the Methodist church that she and her family attended.

The couple started dating casually but then went separate ways—she to Wichita State University and he to Harvard. The relationship blossomed again a few years later, and they were married in 1953, shortly after his graduation from Harvard.

The Everharts said good-byes to their families in Wichita that year and came west to southern California, where Tom Everhart attended UCLA and, on the Hughes Master's Co-op Program, worked part-time at the Hughes Research Laboratory in

Culver City. Meanwhile Doris Everhart worked as a secretary in Santa Monica and later at Hughes.

After Everhart earned his MSc degree, the two were ready for more travel and adventure in the form of a Marshall Scholarship that took Everhart to Cambridge University to earn his PhD. Their first child, Janet, was born during the three years they spent there as part of a tightly knit community of graduate students.

"We made some close friends there and we've kept in touch with them," says Mrs. Everhart. "Just this week we received a letter from a former Cambridge neighbor."

From Cambridge the Everharts went to UC Berkeley, where they would spend 20 years. Here they became the parents of two more children, Nancy and David. (Their fourth, John, was born in Pittsburgh where Tom Everhart spent a year with the Westinghouse Research Labs.) Here also, in 1972, Everhart became chairman of the department of electrical engineering and computer science.

In 1979 it was on to Cornell, where Everhart was dean of the College of Engineering. "I loved Ithaca," Doris Everhart says. "The natural beauty of the setting is awesome, and the campus itself is spectacularly attractive.

"But then, we've been very happy, and we've made lots of good friends in every place we've been. It's always sad to leave them." Keeping up with friends who now are scattered around the world is one challenge where her organizational capacities make themselves apparent.

Urbana-Champaign, where Everhart was chancellor of the University of Illinois, was another favorite home, and hard to leave. "I was reticent to move," says Mrs. Everhart. "We had lots of friends there and I didn't like the thought of starting over. But Caltech has been an easy community to move into. It's very friendly, and we've had a genuinely warm reception."

The most distinctive feature about Caltech, she has found, is its small size. "Because it's small," she says, "it's possible to get acquainted easily

and to rather quickly have a feeling for what's going on."

One activity that the Everharts are sure to transplant to the Caltech campus is that of casually entertaining small groups of faculty members—a good way to get to know people and good for the cross-fertilization of ideas about research programs and departmental activities.

They will also continue the effort—made on every campus they've been part of—to get to know the students. During Everhart's years

The Everharts will continue the effort, made on every campus they've been part of, to get to know the students.

as chancellor in Urbana-Champaign, Everhart hosted a "Breakfast with the Chancellor" series at the student union, and they invited small groups of undergraduates for brunch in their home a few Sundays each term. Caltech, with its smaller student body, will present a less formidable challenge where meeting students is concerned.

During all of Dr. Everhart's academic assignments, Doris Everhart has found time for the campus Women's Club, sensing it as a natural place to form associations. She has also been active in international student programs and programs for student spouses.

Involvement in the community is sure to be a major focus for both members of the presidential team. "Wherever we've lived, we've liked being involved in the community at large," says Mrs. Everhart. "We've been very interested in public education, ecological issues, and library and music facilities.

"I didn't know much about Pasadena before we moved here, and I've been pleased with what a friendly place it is. People have so much pride in the city, and there is such a strong sense of community here."

Hospice programs have been a major interest of Mrs. Everhart over the last several years, and she sometimes devoted up to 30 hours a week in volunteer programs in both Ithaca and Urbana-Champaign.

In her free time she likes to ski—both cross-country and downhill—and she is an enthusiastic hiker. These interests, and a love for the outdoors, motivated the Everharts to

buy a vacation home in the Sierras several years ago which is a family retreat.

One interest group that she has already joined at the Institute is the Women's Club Walkers, which is "especially nice for newcomers," she says, "because it gives us a chance to see parts of the community that we otherwise might not find."

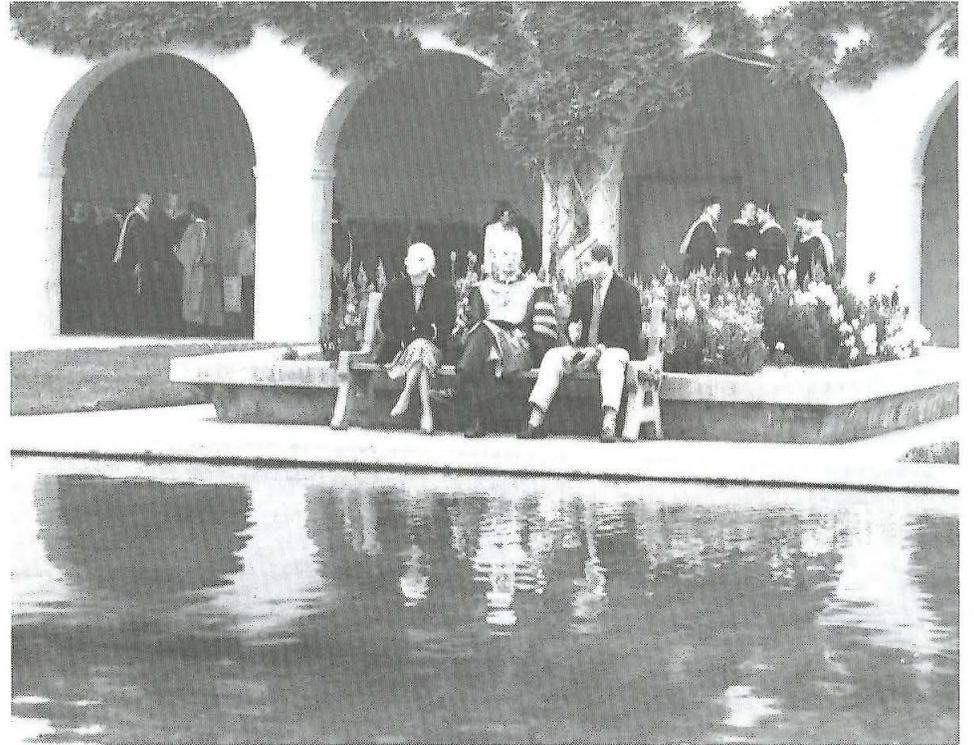
Traveling is an interest that the Everharts both enjoy—and his work has allowed them to indulge this fondness. A visit last year to Australia's National University in Canberra was a highlight. Here they enjoyed bird watching, and Doris Everhart hiked into the hills on a vigorous outing with a wives' walking group. There some aboriginal drawings inside a cave offered a special reward for the effort.

During her years as a university wife, Doris Everhart has proved her adaptability in widely different living arrangements—including a small flat in Cambridge with no refrigerator; quarters in a dormitory in a Japanese university with a one-burner unit to prepare meals for children aged 11, 13, and 15; and several rented or official residences.

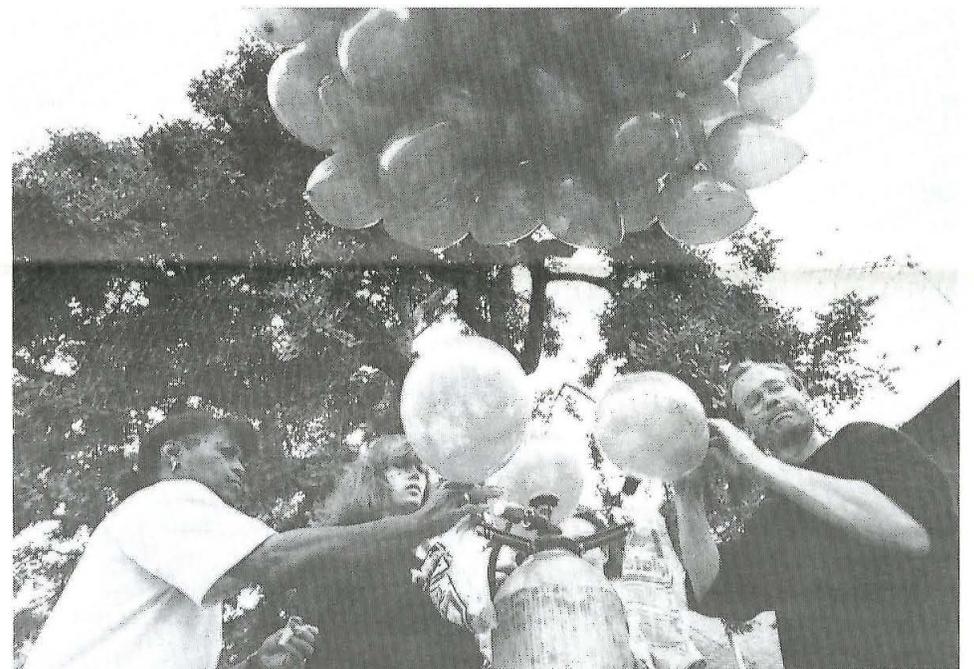
The Everhart children have grown up to enter diverse and interesting careers. The oldest, Janet, is a Methodist minister in northern California. Their second, Nancy, and her husband are organic farmers in Vermont and are expecting their first child—and the Everhart's first grandchild. Their third, David, is enrolled in an Asian studies program at the University of Michigan; and their fourth, John, is a lifeguard in San Diego.

In their scant private time, the Everharts like to read and listen to music, but evenings alone at home together are something of a rarity. Institute functions often require several nights a week, and it is a challenge for the couple to find the time to maintain a private life.

Although she's still determining what her priorities will be as the wife of the Caltech president, Doris Everhart has already proven herself to be a warm, compassionate, energetic, and well-organized individual, keenly interested in her surroundings, and possessed of wide-ranging talents and interests—an outstanding asset to the presidential team.



Participants in the inaugural celebration relax by the pool in front of Millikan Library.



Orange-and-white balloons are filled with the helium necessary to set them afloat at the ceremony's conclusion.



Members of the Caltech Jazz Band entertain 2,800 luncheon guests.

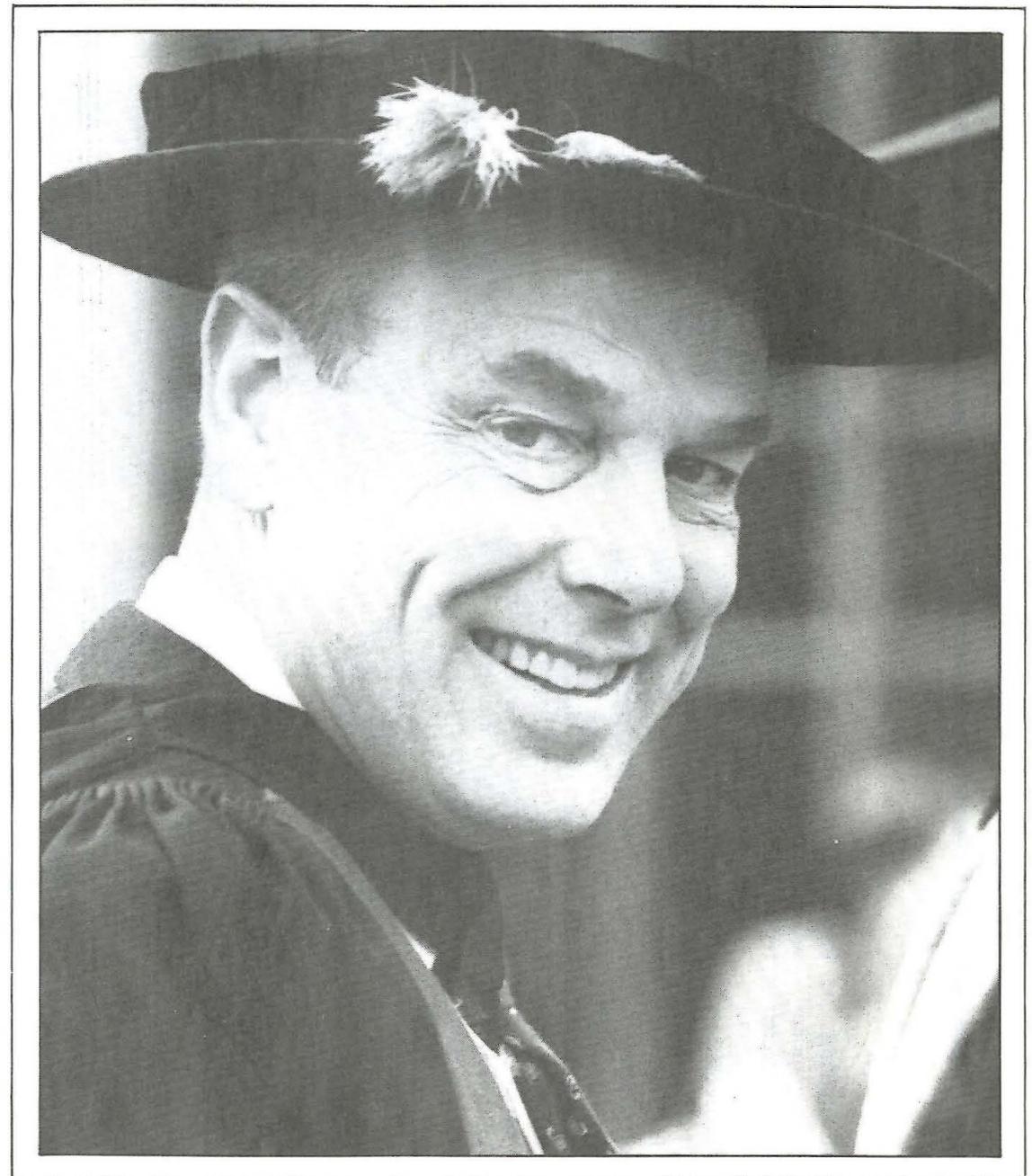
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Orange-and-white balloons soar into the air as confetti is released from the roofs of Baxter Hall of the Humanities and Social Sciences and Beckman Laboratories of Behavioral Biology at the conclusion of the inaugural ceremonies.

CALTECH NEWS

*Published for Alumni and Friends of the
California Institute of Technology
Volume 22, No. 3, May 1988*



Caltech welcomes President Thomas E. Everhart in festive inaugural ceremonies.

MAY 1988

SPECIAL INAUGURAL EDITION