

about many things, especially his advice on where to get advice," Gillis recalls. "He said, 'If you have any questions now, or later, just check with Carl MacDowell. You will find that there is nothing about the university unknown to Carl.'"

Gillis considers MacDowell's impending retirement "a bittersweet occasion, especially for someone as closely identified with Rice as Carl MacDowell. Carl's history is inextricably intertwined with Rice, in important ways," he adds. "First, Rice University has a reputation, a reputation in which we take justifiable pride: that reputation rests on the bedrock of integrity—in financial dealings, in academic affairs, in athletics, and also in all our interactions with the world beyond the hedges. Such a reputation does not just happen—it must be earned. Carl MacDowell has for nearly 33 years been in the forefront of those who have nurtured and protected integrity in all its aspects."

Another earmark of MacDowell's long and distinguished service to Rice has been trust. "Carl gained the trust of generations of students, faculty, and board members, and, above all, the presidents he served," Gillis says. "Everyone knew they could count on Carl to keep confidences, to guard their privacy, and to look out for the university's best interests at all times."

"Generations of Rice faculty and administration will have special reasons for remembering vignettes from all of Carl's years of devotion to Rice. For my part, I will always recall that Carl MacDowell's time at Rice was long because it was good, and it was good because it was long."

The university's top administrators—past and present—aren't the only ones who understand the role MacDowell has played in raising Rice's visibility on the national and international scene—so do members of Rice's academic community. Take, for example, the letterhead that reads simply "The White House, Washington." Its headline is a reflection of the impression MacDowell made on the author of this three-page memo, "Thoughts on Carl MacDowell's 32 Years of Service to Rice." It is from Neal Lane, assistant to President Clinton for Science and Technology, who has been a colleague of MacDowell's for most of the past three decades. They worked closely together during Lane's tenure as provost—the university's chief academic officer—from 1986 until 1993. Lane's impressions of his friend and colleague speak volumes about MacDowell's impact on Rice.

"In all the time I worked with Carl, I never heard him complain about a task he was asked to undertake or a situation that had developed," Lane says. "He likes and respects his colleagues, and everyone senses this. His loyalty to Rice and his sense of responsibility guarantee that he will always give his best. He holds the highest standards of personal behavior for himself, and he expects that of others as well."

"But what I think stands out the most—the single word that perhaps explains best how he has been so effective through the years is trust."

Everyone trusts Carl—that he will do the best job he can, make the best judgments he can, and be open, honest, and fair."

As strong and confident as MacDowell appears to all who have worked with him, Lane detected an uncertainty in how the assistant to the president thought some on campus viewed him. At a faculty meeting during which the search for an associate provost was being discussed, Lane was describing the position to those in the room. A faculty member asked, "Will this be another Carl MacDowell?" Lane's response, without hesitation, was: "There is only one Carl MacDowell," which prompted thunderous applause. Later, Lane said, "Carl wondered if my response was perhaps a bit of a tease. Perhaps, a bit. But I never doubted for a moment that it represented genuine admiration and respect for one of Rice's truly great citizens."

In 1996, MacDowell was honored with a Meritorious Service Award by the Association of Rice Alumni. The nominating letter—written by James L. Kinsey, then-dean of the Wiess School of Natural Science, and Mary McIntire, dean of the School of Continuing Studies—reinforced Lane's observations.

"It is not for Carl's day-to-day excellence in helping to maintain the smooth operation of the university that we nominate him for this award," Kinsey and McIntire wrote. "Rather, it is because he regularly goes so far beyond the performance of a competent Rice employee. Many of the problems Carl solves are of necessity unknown to the general university community, problems that require someone who can combine the best qualities of police officer and priest. He spends whatever time and effort it takes to effect the most humane resolution for difficult and delicate problems, always with a view to the long term—to find the balance between university policies and the dignity of individuals."

MacDowell, Kinsey and McIntire concluded, "is universally respected and trusted on campus. Because his role often involves him in difficult situations, it is a credit to the man and his manifest love of Rice that he is so well liked and so widely regarded. He is a genuine unsung hero of this university."

Rupp seconds those thoughts.

"Carl loves Rice and the people who make it such a wonderful institution," he said. "He knows where all the bodies are buried and where the skeletons are still rattling in the closet. More important, he is fully aware of the spirit that animates the place and has contributed substantially over the decades to nurturing this spirit. For that, all of us who know and love Rice are aware that we owe him an enormous debt of gratitude."

BY MICHAEL CINELLI

SCHEID NAMED ASSISTANT TO THE PRESIDENT

Mark Scheid, assistant vice president for student affairs and director of academic advising and international programs, assumed the position of assistant to the university president on November 1. He succeeds Carl MacDowell, who, in more than 32 years of service to the university, has served four of Rice's six presidents. The two will work together during a transition period that will run through January 31, 2000, at which time MacDowell will retire.

"Mark, an alumnus of the university, has been employed in the student services area here at Rice since 1984," says Rice president Malcolm Gillis. "He assumes this new position with valuable experience and a good sense of institutional history. He is well-known and well-respected in this community."



Scheid earned his undergraduate degree in English and history from Rice in 1967 and his doctorate in English literature in 1972. He joined Texas Southern University (TSU) as an assistant professor of English in 1971 and became an associate professor there in 1978 and a full professor in 1985.

Scheid became a visiting professor of English at Rice in 1984 and has held numerous academic advising and administrative posts at both Rice and TSU throughout the 1980s and 1990s. Most recently, Scheid has served as assistant vice president for student affairs.

"I am pleased that Mark Scheid will at least still be in Lovett Hall, if no longer directly next door," says Zenaïdo Camacho, vice president for student affairs. "He has contributed significantly to student affairs, and it is nice to know that his judgment and problem-solving skills will now benefit the entire university. Mark understands Rice from every perspective. He has been a student, an alum, a parent, a teacher, and an administrator. Though we will miss him greatly in student affairs, he is an ideal choice to be assistant to the president of the university."

What will be the most challenging aspect of his new assignment? "Following a legend, Carl MacDowell," Scheid says. "I feel like I've been issued uniform No. 7 [Mickey Mantle's number] and asked to play outfield for the New York Yankees. But I've seen Rice from a lot of perspectives, which should prepare me for the tasks ahead."

—MICHAEL CINELLI