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On the cover: President Drew Gilpin Faust, on April 26 at the Radcliffe Institute's Fay House.

Photograph by Jim Harrison. page 32

STU ROSNER

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America is living on borrowed capital—and perhaps borrowed time. The consequences of smooth, or sudden, correction of growing global financial imbalances

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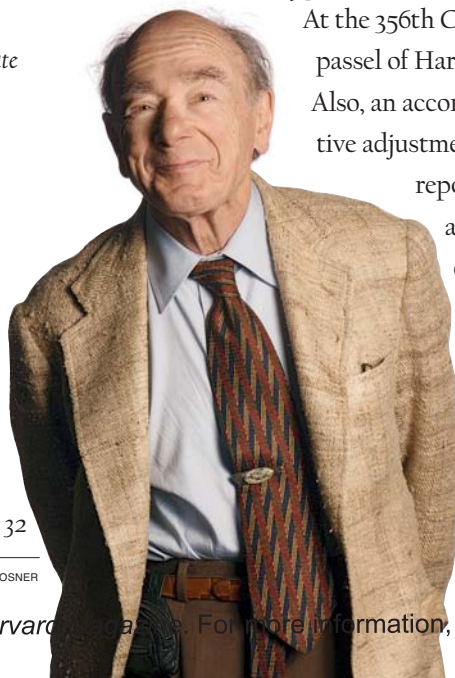


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DAN PAGE

49 John Harvard's Journal

At the 356th Commencement, speeches on service, and a passel of Harvard presidents—past, present, and pending. Also, an accomplished year for an interim presidency, administrative adjustments, mixed-media artist, Derek Bok's annual report recommends reforms, a new University Librarian and other people in the news, completing College curricular change, when freshmen were banned from billiards, a computer architect as Faculty of Arts and Sciences dean, adventures in academic advising, Radcliffe Institute interim dean, the "Undergraduate" on the costs of pursuing perfection, a signal coaching appointment, and a wrap-up of spring sports



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Niall Ferguson, Vladimir Putin, E.O. Wilson, Thaddeus Stevens

THE NEW IMMIGRANTS

THE IMAGES of today's poor, hardworking illegal immigrants (Ashley Pettus, "End of the Melting Pot?" May-June, page 44) excite our natural sympathies and are poignant reminders of earlier periods of immigration. However, absorbing large numbers of the poor and little-educated into our society today is much more burdensome and disruptive than it was in our country's past, when our public benefits were much smaller, the standard of living and average education of our citizens was much lower, and most jobs required unskilled labor.

To the extent that there are public policy reasons for immigration, it would be of greater benefit to existing American citizens to select more educated and skilled immigrants as needed. They would add much more to the economic output of the country, pay much more in taxes, and use public services to a much smaller degree than our typical illegal immigrants. The more educated and skilled would also assimilate more easily, on the average.

If we do not stop their entry, our poor illegal immigrants can only greatly increase in number, so powerful are the incentives to come here. It is contradictory and nonsensical policy to make great and very costly efforts to eradicate poverty in this country and import much more poverty at the same time.

PETER A. SCHULKIN, Ph.D. '70
Cambria, Calif.

YOUR ARTICLE reflects the standard East Coast bias, mixing legal immigrants with illegal criminal aliens. Every minute that an illegal alien is in the United States, he or she is stealing something—jobs, property, lives, food, welfare aid. To call an illegal



alien an undocumented worker is like calling a drug dealer an unlicensed pharmacist.

If you live near the border, as I do (and not in Cambridge limo-land), you can see the theft and destruction caused daily by the millions of illegal criminal aliens. We need to build a wall along the southern border and shut down the influx of illegals, and then prevent sleazy employers from giving jobs to illegals.

PARK WEAVER, M.B.A. '60
La Mesa, Calif.

THIS ARTICLE is really pretty appalling. It presents largely the anti-immigrant view, relegating the overwhelming majority view among scholars to a few paragraphs at the end. In fact, literally thousands of studies have shown that the "new immigrants" assimilate faster than the old ones and rise about as fast. More irritating are the photographs accompanying the article. I could probably find, with heavy searching, conditions like those shown for Mexican immigrants, but it would take work. I could much

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more easily find Mexican immigrants in large, beautiful, well-kept suburban houses. I could fairly easily find mansions.

I taught for 40 years at an overwhelmingly immigrant school. Almost all my students at University of California, Riverside, were first- or second-generation immigrants. They could almost never speak their heritage languages, and were immersed in southern California kid culture. On average, they outperformed the multigenerational-American students. More than 95 percent of Californian East Asian second-generation immigrants get to college sooner or later. The figure is lower for Hispanics, but is rapidly closing on white Anglo figures.

This bit of racist propaganda (I refer especially to the photographs) is too unsavory to let stand. You owe your readers an apology.

E.N. ANDERSON '62
Lake Forest Park, Wash.

POLITICIANS, academics, and generals wishing to camouflage problems frequently gussy them up and call them "challenges." The subtitle of your article, "The new wave of immigrants presents new challenges," is a case in point.

A Google search using "immigrants challenges" returns 1,190,000 hits. This strongly suggests that a million "challenges" have become a giant problem facing this country. Certainly the accompanying pictures suggest we have a population explosion in the making.

Perhaps when *Harvard Magazine* does its

PRIZE PIECES

CASE, the Council for Advancement and Support of Education, conferred a silver medal in its alumni magazine "Best Articles of the Year" competition on deputy editor Craig Lambert's March-April 2006 cover story on behavioral economics. Ledecy Undergraduate Fellow John A. La Rue '07 won a bronze medal for his January-February 2006 column on the College's dorm crew—unprecedented recognition for a student writer. And contributor Debra B. Ruder won the American Medical Writers Association 2007 Martin Award for writing for lay audiences for her January-February 2006 feature, "Life Lessons." We salute this talented trio.

~The Editors

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requisite issue on the greening of America, it can explain how the nation can make strides toward sustainability as we balloon to the one billion people the Census Bureau projects by the end of this century.

TIM AARONSON
El Cerrito, Calif.

HISTORIAN OF EMPIRE

EXCELLENT ARTICLE ("The Global Empire of Niall Ferguson," by Janet Tassel, May-June, page 33). Very useful. American politicians and their advisors, regardless of party, should read it and won't—a pity. National attention deficit disorder is truly our greatest liability and will be our downfall. Without a doubt.

ROBERT SPRINKEL, M.B.A. '59
President, Leaders for Liberty Institute
Sacramento, Calif.

THE IMPORTANT question is what kind of world order is now optimal and achievable. The answer is more likely to come from the social and behavioral sciences than from history. Historians are overly concerned with defending or attacking past human actions. My concern—developed as an army officer in World War II, in postwar military government, and in a half-century in book publishing—is with building a better social order worldwide.

JOHN M. PICKERING, M.B.A. '43
Albuquerque, N.M.

ARTHUR SCHLESINGER JR.

ARTHUR SCHLESINGER and my husband, Tom Campion, were two of the few Democrats in the class of 1938. At their fifth reunion, Arthur gave a talk in praise of FDR. Some classmates even booed. The cool historian remained unfazed.

At their fifty-fifth reunion, Arthur began his talk by saying, "Before we all depart for that great library in the sky...." I like to think the learned, witty star of Harvard '38 is enjoying his new library card.

NARDI REEDER CAMPION
Lebanon, N.H.

RUSSIAN—AND U.S.—INSTINCTS

PROFESSOR TIMOTHY COLTON ("The Enigmatic Mr. Putin," May-June, page 40) provides a very perceptive and excellent review of Russia and Putin. The significant final sentence is: "We will have a modest chance to influence Russia's developmental choices, if this time around we can imagine a place for it in the global

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a happy concomitant."

- Michael Cooper AB '57,
LLB '60



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community in which its worst instincts are restrained and its best instincts are encouraged." To this I would like to add three words: "and our own."

J. RICHARD WARBASSE, M.D. '54
Westover, Md.

IT'S CIVILIANS WHO CHOOSE

IT IS UNFORTUNATE that a drawing of a U.S. Army officer with hawk and dove accompanied Harbour Fraser Hodder's otherwise informative "Willing to War" (May-June, page 15). Unless I missed the coup d'état, in the United States democratically elected *civilian* leaders make the decisions to take our nation to war. *Civilian* leaders also generally lead high-level negotiations on behalf of our country. When will this misconception end that suggests that America's military chooses America's wars?

RALPH L. ERICKSON, M.D., M.P.H. '89
Columbia, Md.

SANGER DIDN'T SAY THAT

IN YOUR EXCERPT, "An Earlier Bid for Mastery," of a book by Michael J. Sandel (May-June, page 25), Sandel quotes my grandmother, Margaret Sanger, as saying, "More children from the fit, less from the unfit—that is the chief issue of birth control." My grandmother never said this. The quote comes from a 1919 editorial in *Amer-*

ican Medicine that followed an article by my grandmother. This quotation has been falsely attributed to Margaret Sanger for decades. One would have thought that Bass professor of government Sandel and your editors would have checked the original source material. Is that what they supposedly teach at Harvard?

ALEXANDER SANGER
Chair, International Planned Parenthood Council
New York City

RELIGION REQUIRED?

IT IS REMARKABLE that scientists such as E.O. Wilson, who have spent their professional lives devoted to a respect for truth, are able to set aside this devotion when they express themselves outside their areas of expertise. According to Sarah Coakley ("Twin Passions," May-June, page 22), Wilson believes that only "religious wonder" or "spiritual rhetoric" will make possible the mobilization of humanity to support the environment.

If this means anything, it means that only religious people, where "religious" suggests adherence to existing religions, will be able to lead the world to environmental salvation. This belief runs counter to the fact that the most religious countries in the developed world, such as the United States, have not been leaders in the awakening of society to environmental dangers. For example, in a recent Yale study of environmental performance, New Zealand was ranked first, followed by Sweden, Finland, the Czech Republic, and the United Kingdom. This "[clearly reflected] the seriousness with which each of these countries' governments takes environmental policy." The United States ranked twenty-eighth.

I could agree that materialism alone is unlikely to inspire unselfish, forward-looking behavior. Thus, employing revised definitions, it might be possible to show that environmentalism does require a spiritual revival. But if so, this revival will have little connection with what is commonly meant by "religious."

RAYMOND D. GASTIL '53, Ph.D. '58
Deep River, Conn.

POWERFUL SEMINARS

I WAS SO PLEASED to read about the resurgence of the Freshman Seminars program ("Harvard by the Numbers," May-June, page 59). In the fall of 1972, I was lucky enough to enroll in Visual and

Environmental Studies professor Albert Alcalay's "Art, Animation, and Architecture of the 20th Century," and that experience completely changed my Harvard trajectory. Alcalay was a great, huge-hearted character: an expressive Holocaust survivor, a reputable "action painter," and an inspiring mentor to his eager band of perspiring freshmen and women. His energy and inspiration convinced me to be a visual studies concentrator, even though I had come to Harvard intending to major in music.

I salute the Freshman Seminar program and hope it continues to provide unexpected perspectives to freshmen.

ROBERT KRAFT '76
President, Fox Music
Beverly Hills

SPEAKING ILL OF THE DEAD

CAN YOU DETERMINE the source of the otherwise presumably apocryphal quote in Castle Freeman's "Vita" on Wendell Phillips (May-June, page 38), in which Freeman mentions "one elderly Beacon Hill gentleman" as the fount of the acerbic observation that "he did not plan to attend the funeral of Wendell Phillips [but] wished it known that he approved of it."

I fear this is a common observation whose source is a wisp in the mists of history. It is redolent of the staple witticism, as might be asked of an alumnus after a Harvard loss, "What did you think of the team's execution?" and the response, "I'm in favor of it."

More interesting is the following statement made at the death of the yet fiercer abolitionist (and Dartmouth graduate) Thaddeus Stevens. Stevens was the House manager of Andrew Johnson's impeachment trial and the author or coauthor of the Thirteenth, Fourteenth, and Fifteenth Amendments to the Constitution. In many ways, Stevens was Phillips's public analogue. The following statement of his college roommate reveals, among much else,

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ERRATA

THE EDITORS are grateful to readers for pointing out these reporting errors in the May-June issue. Bovine growth hormone ("Modern Milk," page 11) is not fed to cows but "is given by subcutaneous injection at biweekly intervals," Robert J. Collier writes. Rupert Pole's cabin, where he lived with Anaïs Nin ("The College Pump," page 80), was not in the Sierra Madres, Jerome M. Garchik, J.D. '70, observes. It was in Sierra Madre, a town north of Pasadena in the San Gabriel mountains. Arthur D. Levin '54, M.B.A. '60, notes that Frances D. Fergusson, Ph.D. '73, received her undergraduate degree in 1965 from Wellesley, not Harvard. Jean Higgins writes that a sidebar on ice hockey on page 73 refers to the "Patty Kazmeier Award," but the correct spelling is "Kazmaier." In "Keeping the Vibes" (page 63), Milman Parry's first name was given an extra "l."



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LETTERS

the greatly discordant sensibilities of those who were abolitionists and those who were not. Asked to contribute a brief obituary to be submitted to the college magazine, Joseph Tracy wrote:

"Perhaps I knew him quite as well as any person who was in the College with him...He was then inordinately ambitious, bitterly envious of all who outranked him as scholars, and utterly unprincipled. He showed no uncommon mental power, except in extemporaneous debate....He indulged in no expensive vices, because he could not afford them, and because his ambition so absorbed him, that he had little taste for any thing that did not promise to gratify it....It seems proper that the *Dartmouth* should take some notice of him, and that notice should be prepared by some one who never knew him so thoroughly as I have done."

ROGER EVANS, J.D. '77
Dallas

Castle Freeman replies: Mr. Evans is probably right that the tart remark in my closing sentence has something of the "staple witticism" about it; but I confess it wasn't a staple for me. I thought it was a clever sally that perfectly summed up Phillips's ambivalent relationship with his aristocratic milieu, which was an important part of his life. I don't know who is supposed to have said it. I took the line from Irving H. Bartlett's admirable biography, *Wendell Phillips: Brahmin Radical* (Beacon Press, 1961, page 398). Bartlett cites it to Moncure Conway's *Autobiography*, in an edition published in London in 1914.

I must not fail to observe a mistake I made in connection with this same passage. Bartlett says the sardonic gent who commented on Phillips's funeral was "a well known Concord squire." I put him on Beacon Hill. I don't think that slip affects the point; but it ought to be noted. Even today, Beacon Hill is no doubt clever enough without having to import wit from the suburbs.

SPEAK UP, PLEASE

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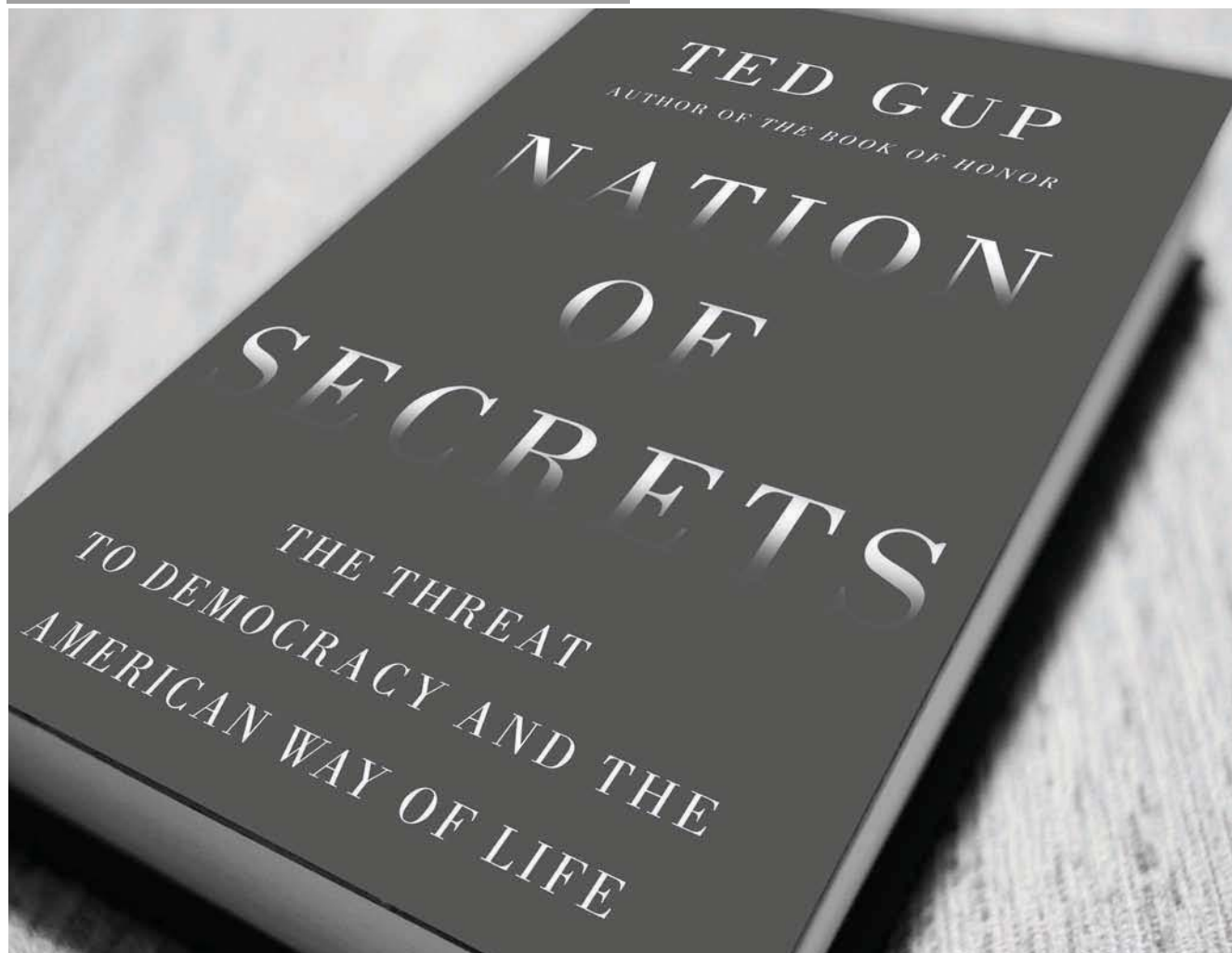
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Mar 20 - Apr 11, 2008

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UNDER SAIL: ALGERIA, GRANADA, TUNISIA AND MALTA ABOARD *WIND SPIRIT*

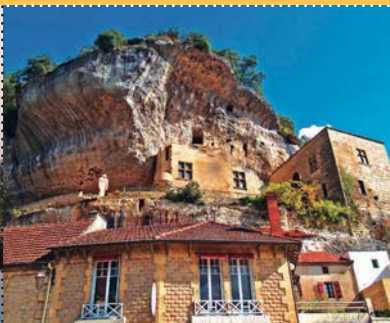
Apr 3 - 15, 2008

Experience the juxtaposition of old and new across the Mediterranean area once part of the Roman Empire. Discover the region's colorful history formed by conquerors and colonizers, traders and empire builders. Explore ancient ruins, bustling casbahs, and modern urban areas in Spain, Algeria, Tunisia, and Malta.

THE ISLAND WORLD OF THE MEDITERRANEAN ABOARD *CALLISTO*

Apr 5 - 16, 2008

The Mediterranean's most romantic, evocative islands invite you to explore, relax, and enjoy. From Cartagena, Spain, the 34-guest private yacht *Callisto* sails for the majestic fortresses, timeless fishing ports, beautiful beaches, and sun-splashed town squares that have beckoned so many conquerors and vacationers.



FLEMISH LANDSCAPES AND FAMILY COLLECTIONS ON *HEIDELBERG*

With Prof. Karel Liem
Apr 16 - 26, 2008

Experience the charming medieval squares and renaissance mansions of Belgium and the Netherlands. Tour collections of masterworks, modern art, and sculpture. Glide along Dutch waterways and experience leisurely views of the burgeoning tulip, daffodil, and bulb flowers for which these Northern European lands are famous.

VILLAGE LIFE IN DORDOGNE

With Tom and Verena Conley
Apr 24 - May 2, 2008

Experience life in the heart of provincial southwestern France, a region of castles, cliffside villages, museums, and historic attractions. From your base in Sarlat-la-Canéda, one of the best preserved medieval villages in France, discover the region's gardens, frescoes, fortifications, and prehistoric cave paintings of Lascaux.

SOUTHERN AFRICAN JOURNEY ON *ROVOS RAIL*

With Dean Michael Shinagel
Apr 30 - May 15, 2008

Cross the vast terrain of Southern Africa in Edwardian railway comfort, and stop along the way to meet local naturalists, historians, and guides intimate with this astounding region. Savor the experience as you journey this vibrant world of diamonds and wine, waterfall and veld, wild elephants and cultivated natural flowers.

GREECE BY LAND AND SEA ON *PANORAMA*

May 7 - 17, 2008

Combine the highlights of Athens and the Peloponnese with a 4-night cruise aboard the *Panorama* in order to see the jewels of the Greek Isles. Discover the amazing archaeological sites, white-washed villages, rugged mountains, and peaceful olive groves of these sun-drenched islands.

Right Now

The expanding Harvard universe

MIGHTY MICE

Muscles and Medicine

HARVARD SCIENTISTS have created a mighty mouse, a rodent endowed with a rare type of muscle that combines unusual power and speed, like that of a sprinter, with the endurance of a marathoner. “Damn, they’re good athletes,” said Bruce Spiegelman, a professor of cell biology at Harvard Medical School, shortly after the results were published in *Cell Metabolism*. The genetically modified mice ran 25 percent longer on a treadmill, and they did so at faster speeds than normal mice, covering nearly 50 percent more ground before reaching exhaustion. Their extraordinary performance comes from a little-known muscle type termed IIX, which normally exists as a few scattered fibers mixed with other, more abundant, muscle-fiber types.

Spiegelman’s interest in his super mice has less to do with their enhanced athletic performance, however, than with the therapeutic potential of being able to control muscle-fiber-type switching. Treatments for diseases of disuse and of wasting, as well as for muscular dystrophies, are what he has in view.

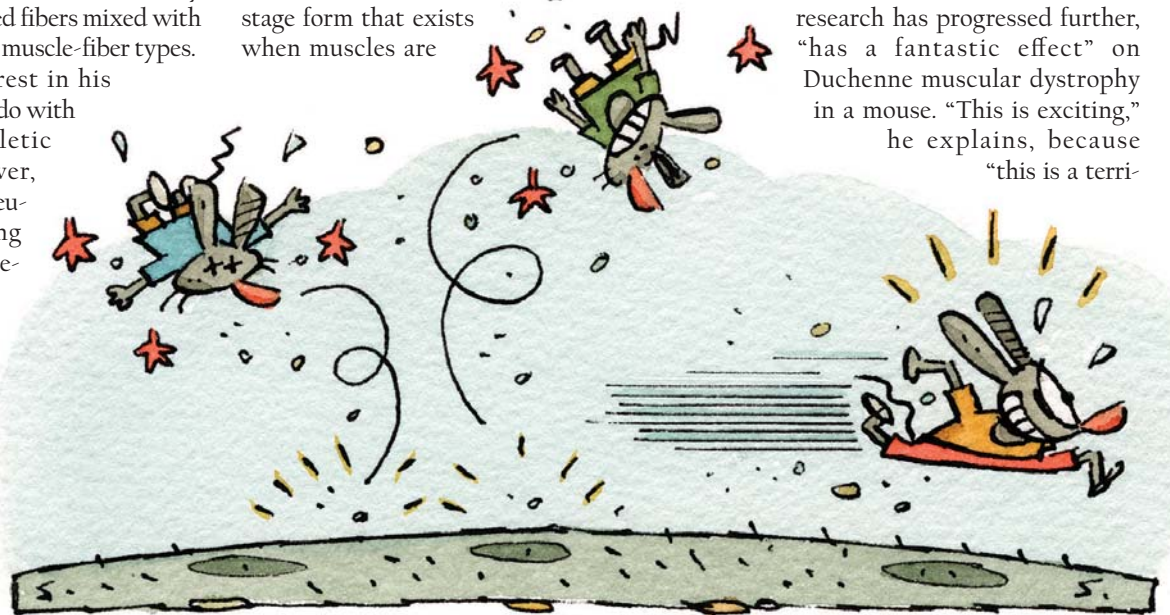
“In mammals, normally, almost all muscles are mixed,” he explains. “We

don’t have muscles that are purely one type,” as does the IIX mouse. That means the relative proportion of the various fiber types determines the characteristics of a particular muscle group. Muscles that twitch slowly tend to be more oxidative—favoring endurance activities. Those that twitch fast are typically glycolytic—they rely more on stored carbohydrates, conferring strength and speed. “IIX fibers are the one type that falls off that paradigm,” Spiegelman says. “They are fast, but also oxidative, so they provide the ability to burst energy quickly, but they use oxidative metabolism.”

Possibly, he says, IIX fibers are an intermediate-stage form that exists when muscles are

changing in response to training. Though type 1 muscle—the slow-twitch, highly oxidative kind best suited for endurance activity—is probably the best known, “it is not clear in humans that you can do much to change them,” Spiegelman says. Most fiber-type switching in human muscle is from IIB—a fast-twitch muscle adapted for strength and speed—to IIA, an oxidative, slow-twitch fiber that enhances endurance. IIX may be something in between.

In 2002, Spiegelman’s laboratory discovered that increasing the production of a gene called PGC-1 α could transform muscles of mixed fiber-type into predominantly slow-twitch types. Turning up a sister gene called PGC-1 β created the mighty mouse. “What’s cool is that PGC-1 β did something different,” says Spiegelman; that may augur well for future research. In the meantime, he has recently shown that PGC-1 α , on which his research has progressed further, “has a fantastic effect” on Duchenne muscular dystrophy in a mouse. “This is exciting,” he explains, because “this is a terri-



RIGHT NOW

ble disease for which there is no treatment. It is 100 percent penetrant, meaning if you have the gene, you get the disease. The mean age of [human] diagnosis is 4.6 years, and the average age at death is 17 years."

Screening for chemical compounds that will elevate PGC-1 α in humans is now under way at the Broad Institute in Cambridge (see "Bigger Biology," November-December 2006, page 72), under the direction of Loeb professor of chemistry Stuart Schreiber. Because exercise is known to have beneficial effects throughout the body, and the PGC-1 genes are known to be under the control of exercise, there is also reason to believe that they may play important roles in tissues other than muscle—an intriguing possibility that Spiegelman intends to explore during the next few years. ~JONATHAN SHAW

BRUCE SPIEGELMAN E-MAIL ADDRESS:

bruce_spiegelman@dfci.harvard.edu

BRUCE SPIEGELMAN WEBSITE

<http://cellbio.med.harvard.edu/faculty/spiegelman>

TRIPPING THE LIGHT

Fantastic!

THE RECENT announcement that Lene Vestergaard Hau had successfully changed light to matter, and then back into light, evokes the magic of carrying moonbeams home in a jar. That the general public might harbor doubts about the success of such research is understandable, but Hau says even her fellow physicists were skeptical. "My colleagues would say, 'Why would you even try these experiments? It won't work right,'" says Hau, Mallinckrodt professor of physics and of applied physics.

Her latest achievement builds upon a succession of discoveries that began at the Rowland Institute in Cambridge in 1999, when Hau's team first used supercooled sodium atoms to slow light pulses down to 38 miles per hour from their cruising speed of 186,000 miles per second. By 2001, Hau was able to halt the light pulse completely before sending it on its way.

In the spring of 2006, Hau began a new round of experiments, in the Cruft Laboratory at Harvard, using the same 5- by 16-foot optics table that she had used to slow and stop light. The table floats on high-pressure air and, Hau says, is "absolutely filled to the brim with optics and optical gizmos, laser systems and vacuum systems and electronics everywhere." In the midst of an experiment, lasers criss-cross the table, lighting up the room. "We have people come into the lab who say, 'My God, it looks like a Christmas tree,'" she adds.

The lasers do more than delight onlookers. One set works to illuminate the experiment in progress, allowing the team to create images and measurements of the test; others are tuned to a specific frequency and focused on two tiny "clouds" or "pools" of neutral sodium atoms (each pool only a tenth of a millimeter in diameter), in order to cool their temperatures to within a few billionths of a degree above

highlights

of the SCHLESINGER LIBRARY COLLECTIONS

ON MAY 15, *Harvard Magazine* hosted a group of loyal and generous magazine donors at The Arthur and Elizabeth Schlesinger Library on the History of Women in America at the Radcliffe Institute for Advanced Study in Cambridge, Massachusetts.

Nancy F. Cott, director of the library and Trumbull Professor of American History, presented a brief history of the library's collections, followed by a reception and private tours of the library vaults.

For more information about how you too can become a Friend of *Harvard Magazine*, and about how to make a donation to the magazine, call Felecia Carter at 617-495-5746 or visit harvardmagazine.com/friends.



From bottom left: Philip M. Cronin '53, J.D. '56, Mrs. Paula Budlong Cronin '56, and *Harvard Magazine* editor Jonathan S. Shaw '89; group in the reading room; Mrs. Constance Snyder Agarwal '65 and Dr. Dwarika Agarwal; Patricia Maroni, Joseph H. Blatt '70, E.D.M. '77, and Nancy F. Cott, director of the library and Trumbull professor of American history viewing the collection.



Reprinted from *Harvard Magazine*. For more information, contact Harvard Magazine, Inc. at 617-495-5746.

absolute zero. At this temperature, Hau says, the atoms in the pools begin to act in lockstep—a phase referred to as a Bose-Einstein condensate. Once the pools have cooled, the researchers use electromagnets to hold the viscous mass of atoms in place at a constant temperature.

With both of the condensate pools cooled and kept about two-tenths of a millimeter apart, another laser is turned on for a few millionths of a second, emitting roughly a kilometer's worth of light pulse. When this pulse enters the first pool, the condensate applies the brakes. The light is slowed down to 15 miles per hour and contracts to less than one-thousandth of an inch. Then, as the pulse begins to make its way across the first pool, what Hau describes as “a little boomerang shape” takes form: a matter imprint of the light pulse—traveling at “a slow walking speed” of 700 feet an hour—leaves the first pool and “strolls out” into free space. When it reaches the second pool, the firing of another laser revives the pulse, which revs

back up to its normal speed and heads back on its way.

“In effect, we have extinguished the original light pulse in the first atom cloud and now we have, out in free space, a per-

fect matter copy of the original light pulse,” says Hau. “We can take it out, put it on the shelf, and revive it later on.”

And that matter—that little boomerang of sodium atoms moving between



Not content merely to stop light, as she did in 2001, Lene Hau has converted light into matter, and matter back to light again.

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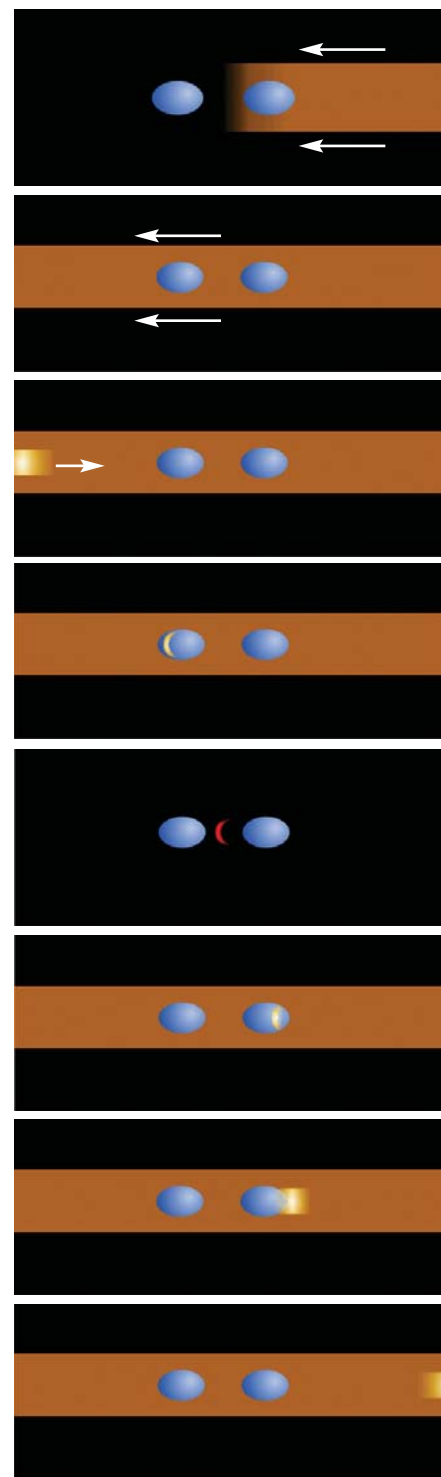
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IMAGES TAKEN FROM A VIDEO ANIMATION PRODUCED BY SEAN GARNER

From the top: Laser light coming in from the right (frames one and two) illuminates two "pools" of supercooled sodium atoms. Then a quick pulse of laser light coming in from the left (frame three) enters the first pool (frame four), forming a crescent-shaped matter wave, which traverses the free space between the pools (frame five). Once the wave has entered the second pool (frame six), a second laser light "revives" the matter pulse, turning it back into light (frame seven) that speeds away (frame 8) at 186,000 miles per second.

the two pools—offers countless future breakthroughs, Hau says. In conjunction with her earlier research, this new discovery draws a blueprint for a quantum computer. “With our early experiments, we made the memory,” she says. “Now, in this experiment, where we can intentionally change the optical information, we can start to make the processing unit.” Future computers, instead of relying on electrical impulses, could rely on this type of light-

form data, she explains. This would allow not only for faster transfer of information, but for more secure data, because any attempt to decode the information would change the state of the matter, making intercepts easy to detect. Superfast, super-powered quantum computers would also be able to encode light data with massive algorithms that even a supercomputer would need years to decipher, providing an additional layer of security.

“There are so many things we can start to do—it’s just a matter of, ‘Oh gee, what should we pick?’” says Hau. Whatever the choice may be, it’s likely that this time, her colleagues—doubters no more—will be watching closely. ~DANIEL MORRELL

LENE HAU E-MAIL ADDRESS:

hau@physics.harvard.edu

LENE HAU WEBSITE:

www.seas.harvard.edu/hau/lab

NOT SO SECULAR

Faculty Faith

IN THEIR EARLY YEARS, many American universities had openly religious agendas. Harvard’s own mission, according to a 1643 pamphlet, was “To advance *Learning* and perpetuate it to Posterity; dreading to leave an illiterate Ministry [sic] to the Churches.” But in the centuries that followed, professors began to see their mandate as seeking secular truth, rather than spreading the Gospel. Today, it may seem that religion has been very nearly banished from the ivory tower.

“There’s a way in which you imagine academicians developing their social and political attitudes in a realm of pure rationality devoid [of religious] concerns and entanglements,” says assistant professor of sociology Neil Gross, who coauthored a study of professors’ religious beliefs that will appear as a chapter in the forthcoming book *The American University in a Postsecular Age*. “Of course,” he adds, “we find that that’s not the case. Academics are social actors, just like everyone else.”

Last spring, in a survey of 1,500 professors (from

dozens of fields, working at community colleges, four-year colleges, and elite research universities, denominational and

otherwise), Gross and a colleague, Solon Simmons of George Mason University, asked about their respondents’ political and social views. They found that more than half of the academics believe in God and less than a quarter are either atheist or agnostic.

The numbers surprised them, “particularly given that religion is not something that most professors talk about too much with their peers,” says Gross. “I think it’s something that most academicians think of as a private matter, something that doesn’t have much of a place in departmental discussions, or in research.” (Though comparatively low, the percentage of nonbelievers in academia is still much higher than the percentage of self-described nonbelievers found among the general public. That figure is only about 7 percent, according to the nationwide General Social Survey, issued by the National Opinion Research Center at the University of Chicago.)

Just as surprising to the researchers was the range of belief across institutions and fields of research. Although nearly 37 percent of professors at elite research schools like Harvard are atheist or agnostic, about 20 percent of their colleagues have “no doubt that God exists.” At community colleges, in contrast, 15 percent of professors are atheist or agnostic,



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and 40 percent believe in God. These differences exist because of professors' backgrounds and inclinations, says Gross. Professors who come from higher socioeconomic classes and are drawn to research over teaching or service—characteristics more common among academics at elite institutions—tend to be less religious.

A professor's field of research or discipline is also predictive, he adds: psychologists and biologists are most likely to be nonbelievers (61 percent are atheist or agnostic), followed by mechanical engineers, economists, and political scientists. The most likely believers are professors of accounting (63 percent have no doubt that God exists), followed by professors of elementary education, finance, art, criminal justice, and nursing.

The data don't show why psychology professors are much more likely than professors of accounting to be atheists; that would require a longitudinal study over decades. But theories abound, says Gross. One suggests that social scientists work hard to prove their fields of study *are* in fact science, and distancing themselves from religious belief helps in their attempt to do that. Another possibility is that social scientists spend their time analyzing man-made institutions, which Gross notes could have a "de-divinizing effect" on them. More data are needed to explain the observed differences, he says, but in general, "the further away the professor is from the traditional liberal-arts core, the greater the tendency to be religious."

The researchers are now conducting in-depth follow-up interviews with about 70 professors, in six fields. One question asks what role, if any, they think religion should play in teaching and research—particularly timely, given the current public debates about stem-cell research and evolution.

In addition, given that millions of students are enrolled in American universities, "It's not surprising that there's a lot of concern both from committed secularists and from people of faith over what form the college experience should take," says Gross. "Should it be a largely secular matter? Or should it be a place where one is taught about religion and perhaps even where one learns religious values?"

~KATHARINE DUNN

NEIL GROSS E-MAIL ADDRESS:
ngross@wjh.harvard.edu

New England

REGIONAL SECTION



Extracurriculars

LIFE SHOULD BE as free as a summer's breeze in New England. Take some time this season to get out and try something utterly new: discover the joys of cooking fresh vegetables from the farmer's market, take the train to Maine for the weekend and learn about Frank Lloyd Wright, or, on an especially sweltering night, take shelter during a double-feature at the Harvard Film Archive and then treat yourself to a late-night ice-cream cone in the Square.

SEASONAL

The Farmers' Market at Harvard

www.dining.harvard.edu/flp/ag_market.html

• Tuesdays, 12:30-6 P.M.

This outdoor market, which runs through October, features freshly harvested produce, baked goods, cooking demonstrations, and guest presentations by chefs and regional makers of artisanal food. The market takes place outside the Science Center, at the corner of Oxford and Kirkland streets, and is organized by the Harvard University Dining Services.

Hillsborough Balloon Fest and Fair

www.balloonfestival.org; 603-464-0377

• July 12-15

The annual New Hampshire fête features everything from live music and skyward flights to lawn-tractor pulls and fireworks.

Moonlight Paddle in the Berkshires

http://www.thetrustees.org/pages/29763_moonlight_paddle.cfm. 978-537-5835

• August 28, 7-9 P.M.

The Trustees of Reservations offers a myriad of summer events and outings across Massachusetts, including this nighttime adventure through Bartholomew's Cobble in Sheffield, and Thursday evening picnic concerts (starting July 19) at Castle Hill in Ipswich. Visit www.thetrustees.org/pages/30281_summer_picnic_concerts.cfm

MUSIC

Harvard Summer Pops Band

<http://hcs.harvard.edu/-hub>

• August 1 at 4 P.M. in Harvard Yard

• August 5 at 3 P.M. at the Hatch Shell on the Charles River.

"Tribute to Leroy Anderson" (class of 1929) celebrates the popular American composer's hundredth birthday. Free admission.

Sanders Theatre

www.boxoffice.harvard.edu

617-496-2222

• August 3 at 8 P.M.

Harvard Summer School Chorus performs Haydn's *Lord Nelson* Mass and Mozart's *Veni Sancte Spiritus* with professional orchestra and soloists.

THEATER

The American Repertory Theatre

www.amrep.org; 617-547-8300

• July 13-29

Enjoy ravishing lyrics and razor-sharp repartee in *A Marvelous Party*, a celebration of the music and lyrics of Noël Coward, directed by Scott Edmiston.

FILM

The Harvard Film Archive

<http://hcl.harvard.edu/hfa>; 617-495-4700

Visit the website for complete listings.

• June 30-July 9

New American Independent Cinema offers films by up-and-coming directors, and such festival favorites as *Between Days*, *Hannah Takes the Stairs*, and *Chalk*. Also on

Left to right: Mid 1890s photograph of Roosevelt cousins at Sagamore Hill, on display at Pusey Library; a still shot from *Hannah Takes the Stairs*, at the Harvard Film Archive; and *Amazon*, an 1897 bronze sculpture by Franz von Stuck, at the Busch-Reisinger Museum starting July 14

FROM LEFT TO RIGHT: COURTESY OF THE HARVARD FILM ARCHIVE; COURTESY OF HARVARD UNIVERSITY ART MUSEUMS. ©PRESIDENT AND FELLOWS OF HARVARD COLLEGE

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NEW ENGLAND REGIONAL SECTION

tap is the premiere of Rob Nilsson's complete nine-part series, *9@Night*, filmed in San Francisco's Tenderloin District.

• July 10-13

The Films of Lin Cheng-Sheng includes a rare appearance by the Taiwanese director and the premiere of his most recent film, *The Moon Also Rises*.

• July 14-August 19

Summer Double Features. The series, taken from the archive's 10,000-film collection, includes couplings of genre classics—such as musicals, mysteries, historical epics, and westerns—and a healthy dose of realism.

LIBRARIES

www.hcl.harvard.edu/libraries

Pusey Library 617-384-7938

• Continuing

Family Album: The Roosevelts at Home features images from Sagamore Hill on Long Island.

Houghton Library 617-495-2444

• Through August 18

Proclamations of Immortality celebrates the 800th birthday of the mystical Persian poet Jalāl al-Dīn Rūmī with an exhibition of his works in the form of modern artists' books with illustrations and accompanying Persian calligraphy and English translations.

EXHIBITIONS

Peabody Museum of Archaeology and Ethnology

www.peabody.harvard.edu; 617-495-1027

• Continuing: *Feeding the Ancestors: Tlingit Carved Horn Spoons*

Made by the people of the American Northwest coast, these unique works of art depict supernatural and ancestral beings, as well as animals and aspects of the natural world (see page 88). The exhibit was mounted in partnership with the Tozzer Library, where some artifacts are also on display.

• Continuing: *Vanished Kingdoms: The Wulsin Photographs of Tibet, China, and Mongolia, 1921-1925*.

• Continuing: *Imazighen! Beauty and Artisanship in Berber Life*, which features artifacts from this North African population that have never before been displayed.

• Continuing: *The Ethnography of Lewis*

NEW ENGLAND REGIONAL SECTION

and Clark. Visitors can see items collected by the explorers, or that date from the same period, such as bear-claw ornaments, a painted buffalo robe, womens' dresses, an elk-antler bow, a whaling chief's hat, and varieties of corn.

Semitic Museum

www.fas.harvard.edu/~semitic/

617-495-4631

Continuing: In *Ancient Egypt: Magic and the Afterlife*, coffins, amulets, and funerary inscriptions show visitors some ancient views of life after death.

Continuing: *The Houses of Ancient Israel: Domestic, Royal, Divine* features a full-scale, furnished replica of a two-story Iron Age (ca. 1200-586 B.C.E.) village house.

Harvard Museum of Natural History

www.hmn.harvard.edu

617-495-1027

• Continuing: *Nests and Eggs* explores the evolution, production, and diversity of birds' eggs. Specimens range from the bas-

ketball-sized egg of the extinct Malagasy elephant bird to those from a hummingbird, akin in size to a coffee bean.

• Continuing: *Echoes in the Ice: Collages of Polar Explorers.*

Artist Rik van Glimenkamp depicts Arctic and Antarctic explorations during four centuries.

Fogg Art Museum

617-495-9400/9422

• Through July 8

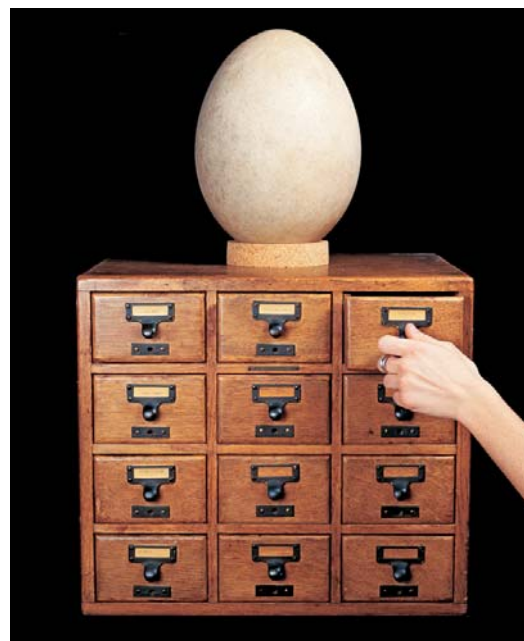
The Last Ruskinians: Charles Eliot Norton, Charles Herbert Moore, and Their Circle explores John Ruskin's influence on a select group of American watercolorists.

Sackler Museum

617-495-9400/9422

Note: Please contact the museum for schedule changes as well as updates on any gallery closings during pending renovations.

• Continuing: *Overlapping Realms: Arts*



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From *Nests and Eggs*, at the Harvard Museum of Natural History

of the Islamic World and India, 900-1900 presents a sampling of visual arts

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throughout the year. This third installment features Indian Rajput miniature paintings.

Busch-Reisinger Museum

617-495-2317

Making Myth Modern: Primordial Themes in German 20th-Century Sculpture.



ART

ture. Eight dramatic pieces by artists such as Max Beckmann, Joseph Beuys, and Gerhard Marcks.

• Continuing: *Paintings by Max Beckmann from the Pinakothek der Moderne, Munich* features three major works: *Dance in Baden-Baden* (1923), *Landscape with Tempest* (1932), and *Woman with Mandolin in Yellow and Red* (1950).

NATURE AND SCIENCE

The Arnold Arboretum

www.arboretum.harvard.edu

617-524-1718

Free tours of this Performers celebrate Noël Coward in *A Marvelous Party* at the ART.

botanical wonderland in Boston are held on Wednesdays, Saturdays, and Sundays and, new this year, on Friday evenings. Families can also go on self-guided explorations with a plant treasure map in celebration of the hundredth anniversary of Ernest Henry Wilson's first arboretum trip to Asia. Classes and workshops for adults and children are also available throughout the year. This summer, learn about vines, invasive plants, and Native American survival skills.

DESTINATIONS

Portland Museum of Art

www.portlandmuseum.org

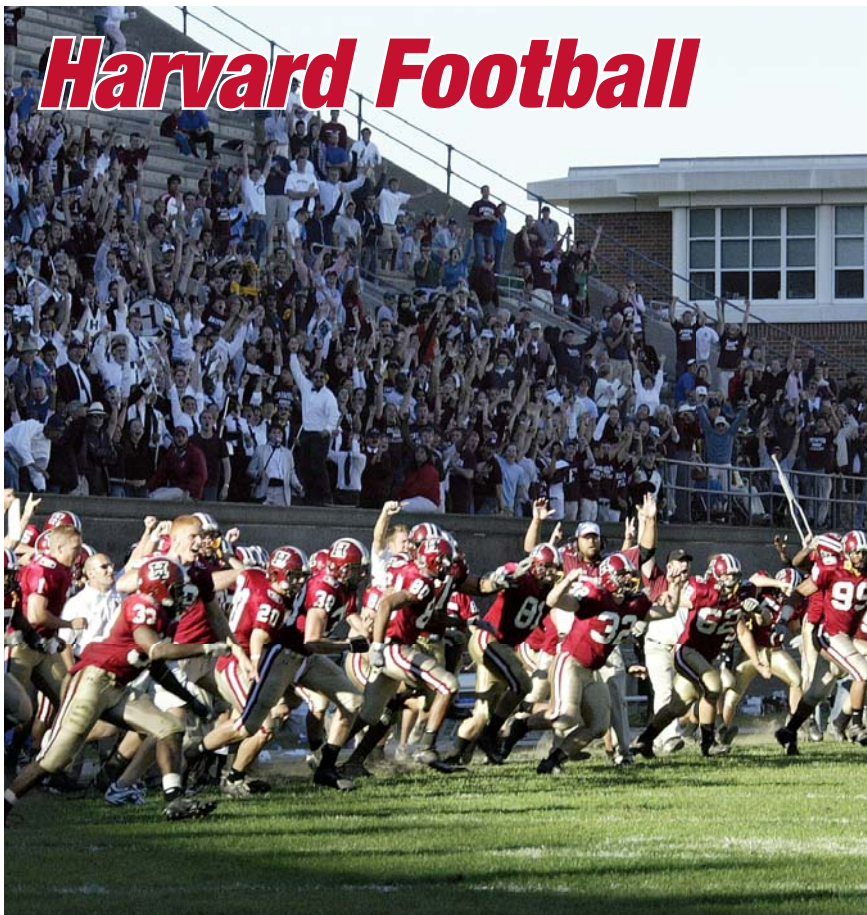
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Portland, Maine

• June 28-October 8

Frank Lloyd Wright and the Beautiful House centers on the architect's talent for creating harmony between external structure and interior design. More than 100 original objects are on display, including furniture, metalworks, textiles, and

Harvard Football



2007 Schedule

Sept. 15	at Holy Cross	12:30 p.m.
Sept. 21	BROWN	TBA
Sept. 29	at Lehigh	12:30 p.m.
Oct. 6	at Cornell	1 p.m.
Oct. 13	LAFAYETTE	12:30 p.m.
Oct. 20	PRINCETON	12:30 p.m.
Oct. 27	DARTMOUTH	12:30 p.m.
Nov. 3	at Columbia	12:30 p.m.
Nov. 10	PENN	12:30 p.m.
Nov. 17	at Yale	12:30 p.m.

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Events listings also appear in the *University Gazette*, accessible via this magazine's website, www.harvardmagazine.com.



Changes at the Tap

Green Street offers comfortable New England fare with a twist.



IF “FRESH HOT DOG” sounds like an oxymoron, taste the one at Green Street. It’s as close to the tender pig as you’ll ever want to sit. Dip it into the saucy Boston baked beans, or wrap it in buttery brown bread (a richer cousin to the canned stuff you ate as a kid), and you’ve got a whole New England meal, *au courant*. The concept works well at this restaurant and bar that last year replaced a beloved Cambridge classic, Charlie’s Tap/Green Street Grill. Gone, now, is the Jamaican chicken at times so jerked it seared the pan as well as the palate, and gone is the live jazz. (Nina Simone sings on CD instead.) And missing is that gritty vibrancy, that rare and lively mingling of local folks, artists, and pols of all sizes, shapes, and colors that made the old grill so much fun. To be fair, perhaps

Above: Dylan Black (in blue shirt) mingles with guests at his restaurant. Top: Anyone for a clambake?

the new place just needs time to ripen.

Local boy Dylan Black, a talented veteran bartender who used to play pinball at the Tap, bought the business from Cambridge fixture John Clifford, and reveres the establishment. (It holds the oldest operating liquor license in the city.) “I understand people’s shock when they walk in. But it’s still a comfortable, neighborhood place,” he says. “We no longer offer goat stew, but we have a playful menu; we serve the mac and cheese with duck confit, and we make all our own sausages.” His “A to Z” cocktail menu, favoring rums, Angostura bitters, and fresh juices, is already a hit among fancy drinkers. We recommend the beguiling Widow’s Kiss, or the Air Mail—or just pick from the superb beer and wine list.

Green Street’s décor is less ad hoc bohemian than its predecessor’s—no big, abstract art on the walls nor gleaming jukebox. Now, the look may be more in keeping with its history as a tavern: the mostly bare walls are a greenish-grey with black trim; black chairs and tables fill the two rectangular rooms; and, very important, the lighting and music are cued to avoid squinting and yelling.

The New England-themed menu stops short of offering a boiled dinner, although chef Pete Sueltenfuss could probably do wonders with one. We started with the steamed mussels (\$10): buoy-cultivated on Cape Cod, they were as big as a toddler’s hand. In lieu of broth, a creamy sauce with leeks and herbs clung to the sloppy, succulent morsels, and served as a fine fondue for the accompanying grilled bread. The tender roasted-golden-beet salad (\$8) with blue cheese and chestnuts had enough vinegary punch to offset any waxy sweetness. Root vegetables and wavy, homemade noodles came dressed in a red-wine braising sauce with the Yankee pot roast (\$20), serving up warm memories of Sunday dinners at grandma’s. The “Green Street Clambake” (\$25) was artfully layered: clams, mussels, sausage, potatoes, and a small ear of corn under half a length of lobster. All was cooked to perfection, in a broth that tasted like an ocean breeze. Also of note was the juicy roasted organic chicken (\$18), with herbed mashed potatoes and tangy Swiss chard. Among the home-style desserts was a butterscotch pudding (\$6), sweet, though runnier than

expected, and a slightly tart and chunky pineapple upside-down cake with nutmeg cream (\$6), which was outstanding.

As Black says, “Change is not a bad thing all the time.” ~N.P.B.

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WEALTH MANAGEMENT

Parenting Passages

When adult children care for their elders • by Clea Simon



Women's Hospital, who works with professor of psychiatry George Vaillant '55, M.D. '59, on the landmark, long-term, Study of Adult Development (see "The Talent for Aging Well," March-April 2001, page 45). Wal-dinger interviews men who are now in their eighties. "We thought they'd be home all the time," he says. Not so. "Some of them have tremendous difficulty scheduling time for us because they're so busy. Many are extremely active and vibrant."

This period may bring revelations. When one parent has died, for example, the remaining parent may be more free to forge a different kind of relationship with family members. Notes Costikyan, "Getting to know a parent after the other parent has died can be lovely."

NO MATTER HOW OLD you get, you're still my baby." How many of us have heard just such a line from a doting parent, or said it ourselves? But even though the underlying bond between parent and child may remain the same, everything else about this relationship is subject to change. As we age, and our parents become older still, we experience an evolution of the parent-child connection through stages that may be both rewarding and challenging.

For many of us, the years of maturity can result in a golden time of re-connecting with parents. As adults and often parents ourselves, we may rediscover our own parents as interesting, engaged grownups. Without the need to disci-

pline or protect, ideas can be exchanged more freely. Travel can be shared, and tastes discussed. "A lot of people can be surprised and delighted to find that they can be on more equal footing with their parents," says Nancy Costikyan, the social worker who manages Harvard's Office of Work/Life Resources. "Really mature friendships can flourish."

That time of equality may not be a recent development, but its current duration is. Thanks to improvements in healthcare and education, our time of competent adulthood is expanding and may last decades. "If you look at AARP *The Magazine*, you will see that many people are active well into later life," says associate professor of psychiatry Robert Waldinger '73, M.D. '78, of Brigham and

Even as aging begins to wear down our parents' abilities to handle day-to-day responsibilities, options are available to help them retain a certain degree of autonomy. "In the 1970s, my grandparents came here right from their own apartments," says Adena Geller, a social worker with Hebrew Senior Life, a multifaceted residential facility and teaching affiliate of Harvard Medical School. "There was no assisted living. Now," she explains, noting the development of many day programs that provide care, meals, and activities for the elderly, "people can come for the day and go home at night." Furthermore, in-home services such as Meals on Wheels, and public or private vehicular arrangements such as the Massachusetts Bay Transportation Authority's program,

The Ride, are extending the time during which older adults can remain at home. Continuing-care retirement communities and assisted-living facilities allow continued autonomy in safe settings, without requiring adult children to change their level of responsibility.

YET FOR THE VAST MAJORITY of families, this period of equality may be limited. As we age, the probability increases that our parents will become less able to take care of themselves, and that adult children will need to assume a guardian or caregiver role. The shift may happen suddenly and directly, through a health crisis such as a stroke or heart attack, or the death or illness of a caregiver spouse may in turn throw the care of one or both parents onto an adult child. “Overnight,” says Waldinger, “a child may move into the role of caregiver for a parent who has previously been that child’s primary source of emotional and even financial support.”

In other families, the shift may be gradual, which puts its own strain on the relationship. Deborah Goode, a social worker who handles admissions at Hebrew Se-

nior Life, describes a common dilemma. “Adult children will see that something is happening, and their struggle is always whether or not to intervene,” she says. “You respect [your parents’] autonomy, and at the same time, you are a son or a daughter and you feel a certain level of responsibility.” Common stress points, notes Costikyan, involve driving, particularly when children feel that their parents are no longer safe on the road. As we age and our ability to metabolize alcohol changes, drinking may become another source of worry or contention.

This evolution can be especially difficult if all the family members have previously enjoyed a period of adult friendship. “Children of aging parents can be deeply conflicted when they have

to make decisions that are seen as intrusive,” Costikyan says. “Having conversations about these things can be really painful.” In such cases of gradual decline, it may take a crisis—“a hip fracture or an episode of profound confusion and wandering out of the house,” says Goode—before this ambivalence is resolved. But at some point, most adult children end up assuming at least a partial caregiving role for their parents, whether coordinating medical services, providing home care, or simply driving elderly parents on errands.

ANN BOOKMAN, Ph.D. ’77, began studying geriatric healthcare-provider teams as a project for the MIT Workplace Center, where she is executive director. But as she interviewed doctors, social workers, and other health professionals, she and coauthor Mona Harrington, LL.B. ’60, Ph.D. ’65, the center’s program director, became aware of the profound role family members play in geriatric care. Fragmentation of the healthcare system and corollaries such as shortened hospital stays have forced more responsibility onto family members, whom Bookman has dubbed a

“shadow workforce.” For them, the center has recently produced the *Family Caregiver Handbook: Finding Elder Care Resources in Massachusetts* (www.familycaregiverhandbook.org).

Open communication can ease this transition. Adult children can ask their parents how they would like to live as their health declines. Topics such as durable powers of attorney, healthcare proxies, and financial planning may be difficult to broach because parents may resist relinquishing control. In such cases, advises Deborah Goode, be creative. Try bringing up the situations of relatives or friends who have endured declines, as a way to begin the conversation. At the very least, she says, read up on your options. “Be educated, so you’re not learning about

these topics at the height of emotional crises.”

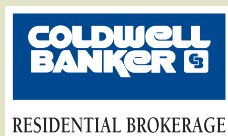
Ideally, this reversal of parent and child roles can even be seen as a gift. In her book *Lifelines* (Harvard University Press), associate professor of ambulatory care and prevention Muriel Gillick, M.D. ’78, discusses the role that family can play in the life of the very old or frail elderly. She acknowledges that simply persuading older parents to accept care can be a major challenge. In previous generations, she explains, parents expected to be cared for by their children. “Now it’s seen by the older people as unfortunate.” Such a perception can exacerbate problems between adult children and their aging parents. “Because we tend to view dependency as a bad state,” she adds, “we fail to recognize that we actually have the opportunity to help people and that caregiving may be a good and loving thing to do.”

For adult children, this final phase can be stressful as well, partly because of social changes. Demographically, says Robert Waldinger, the number of single older adults is increasing. We “are living longer, yet divorce rates have climbed. When parents are on their own and begin to need help, the kids move into caretaking roles sooner than they would if parents were partnered.” In addition, he notes, families are more dispersed than at any previous time in history. “It’s much more common now for aging parents to live at some distance geographically from their children,” he says. “That makes parent-child relationships more complicated. This is more the case in the United States than in many other parts of the world. Our mobility as a society sets the stage for problems with eldercare and for problems with childcare.”

In addition, about three-quarters of American women are in the workforce at any given time, according to Ann Bookman’s research, yet women, she notes, remain “the traditional caregivers of children, of elders, of the sick and disabled.” And the recent trend toward later parenting can mean that many adult children will be caring for infants or young children as well as their aging parents. “We’ve got these things colliding,” says Bookman. “The population is living longer and there are fewer of us around during the day to do the things that elders need.”

The result, says Nancy Costikyan, is the

“Overnight, a child may move into the role of caregiver for a parent who has previously been that child’s primary source of emotional and even financial support.”



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kind of stretching of time and resources previously associated only with childcare. "It's a real quality-of-life issue for the contemporary worker," she explains. "The workplace is getting smart about issues like the need to address childcare, flexibility, a whole range of worklife issues, [but] we're not as good at understanding how to respond to eldercare needs," which are still seen as a private family issue, and often as the responsibility of women. "Eldercare issues," she believes, "are where childcare issues were 25 years ago."

Even the great advances in healthcare can add to burdens of choice and responsibility. "There are so many medical choices

"The population is living longer and there are fewer of us around during the day to do the things that elders need."

out there," says Deborah Goode. "But they may not be appropriate." Especially when parents and family members have not been able to talk about end-of-life care—such as medical intervention, feeding tubes, or resuscitation—these responsibilities fall on adult children. "We're asking patients and their surrogates to make a whole range of decisions and try to understand what those interventions mean," Goode explains. But "Many of our meetings are to help families figure out how to maintain their relative's best quality of care." In the case of aging parents with cholesterol concerns, for example, she notes, "If [someone's] last days are upon us, a few ice creams might make those days enjoyable. The idea isn't only prolonging life, but [maintaining] quality of life."

Such decisions may be the final challenge of our relationship with our aging parents. Difficult, yes, but as Bookman says, "There's hardly anybody who is not touched by this."

Freelance writer Clea Simon '83 lives in Cambridge and can be reached at www.cleasimon.com.

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Strings Prodigy

Violinist Stefan Jackiw mixed concert tours and college life.

by RICHARD DYER

MUSICAL DEBUTS rarely create front-page news anymore. But when violinist Stefan Jackiw '07 made his first appearance in London, playing the Mendelssohn Concerto with the Philharmonia Orchestra back in 2000, there he was, his picture on the front page of the *Times*. The review inside compared Jackiw to the legendary violin prodigy Yehudi Menuhin—inevitable, no doubt, because although Jackiw was only 14, he was already a seasoned professional.

Jackiw (jack-EEV) appears headed toward the most prominent performing career of any Harvard string virtuoso since Yo-Yo Ma '76, D.Mus. '91. Already he is playing about 35 concerts a year with important orchestras and conductors across America and abroad.

Boston-based conductor Benjamin Zander, a regular guest with the Philharmonia, knew Jackiw from the New England Conservatory (NEC) Youth Philharmonic and took the young violinist to London. "The Philharmonia is not in the habit of

presenting child prodigies and [its] administration was very wary of the idea when I presented it," Zander said recently. "But after the one rehearsal, a woman who had been playing in the orchestra for 25 years came up to me and said this was the most beautiful Mendelssohn Concerto she had ever heard. In Stefan's playing there is a burn-

ing honesty, an authenticity, that is very rare; his playing is natural and informed by directness and simplicity, yet at the

Stefan Jackiw performing a Saint-Saëns violin concerto with the Harvard-Radcliffe Orchestra in Sanders Theatre

same time it is noble and aristocratic."

At 21, Jackiw still looks like a teenager. His appearance is striking—his father is of Central European origin, his mother Korean. His manner is friendly, candid, and unassuming, casual but also marked by a certain reserve. It is clear that an internal compass directs him, and that an internal gyroscope keeps him steady on the journey.

"I started playing the violin when I was four," he said over a recent lunch in Harvard Square. "Family friends gave me a small instrument that their child had outgrown. I started with Suzuki lessons at the Longy School of Music here in Cam-

bridge, and I simply kept at it. There was no watershed moment when I decided that I wanted to be a musician. Instead, it was a gradual thing. The better I got at playing the violin, the more interesting it all became."

Jackiw worked with Zenaida Gilels at NEC until he was 12, when he started studying with the great French violinist Michèle Auclair. Gilels gave Jackiw a secure technical foundation; Auclair "was picky and demanding," Jackiw recalls, adding, "but that was what I needed then." For the last few years, he has studied with Donald Weilerstein, former first violin of the Cleveland Quartet. "Mr. Weilerstein doesn't listen to my études. Instead he understands what I want to express and we work on trying to make it clearer, more convincing, more personal."

In high school, Jackiw played in the Youth Philharmonic under Zander's direction and appeared as soloist with the orchestra on tour, but he didn't covet the role of concertmaster. "That was his own decision," Zander recalls. "He wanted to learn more about music and to meet other young musicians. They realized that something was going on here that was in another league, but didn't resent him—they loved him for it. The minute he would finish rehearsing for one of his concertos he would immediately go and sit in his chair in the orchestra—for him, playing a Brahms Symphony was no different from playing a concerto."

Jackiw's first professional appearance came with the Boston Pops in 1997, in the

Second Concerto by Henryk Wieniawski. He had just turned 12, but his physicist parents (Roman Jackiw teaches at MIT, So-Young Pi at Boston University) did not push him forward as a prodigy, he says. He played a restricted number of concerts, gradually enlarging his repertoire. Most of his current performances are with orchestras, but he also plays recitals and chamber music. This season, he performs nine different concertos; he has tried to add one a year to his repertoire—Beethoven, for example, is new. He plays an instrument by Vincenzo Ruggieri crafted in 1704 in Cremona, the center of Italian violin-making. As he describes its characteristics, he seems to be describing his own: "The sound is pure and clear. It isn't aggressive, but it is full of colors."

IT WASN'T easy for Jackiw to align his schedule with the requirements of academic life. For one thing, he practices six hours a day, his "number-one priority. I plan my academic schedule around my practice sessions," he explains. "I do my most productive practicing

early in the day and usually tried not to take classes that met in the morning. And then I practice before dinner—and afterwards!"

He began as a psychology concentrator, but switched to music. "I ran into difficulties with the psychology department because I had to miss a midterm exam [to play] a concert that had been scheduled before I became a student," he explains. "The bottom line was that [the professor wasn't] that understanding, and couldn't do anything for me, so I got a zero on that midterm."

The difficulties did not entirely cease when he transferred to music, because Harvard's mu-



Stefan Jackiw

Steve Plank hopes to learn who said (as he puts it), "We should each conduct our lives in such a way that if everyone were to do the same, the world would be a better place."

Tilden Euster requests a definitive source for the following remark (which he has seen attributed to Justice Oliver Wendell Holmes Jr.): "The man who does not know his options doesn't have any."

Martin Levine seeks guidance: "James Thurber, in his delightful 'Wild Bird Hickok and His Friends,' writes of French dime novels set in *le Far-Ouest*: 'I hope that I shall recall them, for anodyne, when with eyes too dim to read, I pluck finally at the counterpane.' What's he echoing?"

Chapter & Verse

Correspondence on not-so-famous lost words

"Where turtles moan their loves" (January-February 2002). Karen Myers and Nikos Pappas identified this fragment of a poem from Isaac Watts's collection *Horae Lyricae* (1706). The first verse runs: "Come, lead me to some lofty shade/ Where turtles moan their loves;/ Tall shadows were for lovers made;/ And grief becomes the groves." The text, set to music and titled "Solitude," appears in a shaped-note tunebook, *The Virginia Sacred Musical Repository* (1818), by James M. Boyd, which

Myers and Pappas are republishing (www.perkunaspress.com).

"error for chance" (March-April). Fred Shapiro, editor of the *Yale Book of Quotations* (see "Harvard in Epigram," January-February, page 84) reports that the YBQ database includes "Regulation [rather than 'planning'] is the substitution of error for chance," attributed to Fred J. Emery, former director of the Federal Register, in Paul Dickson's *The Official Explanations* (1980).

Send inquiries and answers to "Chapter and Verse," *Harvard Magazine*, 7 Ware Street, Cambridge 02138, or via e-mail to chapterandverse@harvardmag.com.

sic department is not performance-oriented. "I took Robert Levin's chamber-music seminar four times," Jackiw says. "Some of the music faculty have been very excited about my career, others not. Some gave me extensions, others argued that other students were not missing classes and there was no reason to make an exception for me. There have been some tricky moments, but I have managed to combine the academic work with what I want to do, which is to practice and perform. I am also grateful for the support and interest of the master of Leverett House, [Mallinckrodt professor of physics] Howard Georgi, who is a physicist, like my parents, and also very interested in music.

"I took my schoolwork on the road with me and faxed or e-mailed my assignments in," he explains. "My experiences at Roxbury Latin School prepared me for intense academic experiences, and I feel I got a good education here [at Harvard]. Some of it has come from my fellow students, who are motivated and interesting and passionately doing their own thing the way I am doing mine. I would have been immersed entirely in music in a conservatory and not exposed to so many different things, so I am glad I made the decision to come to Harvard—and I was able to do everything I wanted to do musically."

After graduation, Jackiw moved to New York, where he will pursue musical goals that come from listening to violinists of the past—in particular, Jascha Heifetz, Fritz Kreisler, Arthur Grumiaux, and Nathan Milstein. "They all had strong personalities and always did something personal with the music, but never [distorted] it, [tried] to do something different just for the sake of being different. You hear a record of Heifetz and you know immediately who is playing, but if you follow him with the score it is astonishing how exactly he follows the composer's indications. There is a delicate balance between conveying what you believe the composer wanted to convey and expressing your own interpretation, your own emotion. You have to be straightforward and sincere, true to the composer's desires and your own personal stance."

Richard Dyer, A.M. '64, wrote about classical music for the Boston Globe for 33 years.

Off the Shelf

Recent books with Harvard connections

Down the Nile: Alone in a Fisherman's Skiff, by Rosemary Mahoney '83 (Little, Brown, \$23.99). "I am not afraid to die; I simply do not want to. Nevertheless, I am also a person who is drawn to doing physically difficult and sometimes even dangerous things. I cannot deny that I like to find myself in sticky situations...." Mahoney's book is hard to put down both because of the stickiness of a woman rowing the Nile, alone, and because of the evocative beauty of her prose.

The Americanist, by Daniel Aaron, Ph.D. '43, Litt.D. '07, Thomas professor of English and American literature emeritus (University of Michigan Press, \$24.95). This memoir, eloquent and witty, is about both its author and the field he did much to create. For an earlier version of a bit of it, see "The 'Great Good Place'" (September-October 2001, page 46).

We're All Journalists Now: The Transformation of the Press and Reshaping of the Law in the Internet Age, by Scott Gant, J.D. '95 (Free Press, \$26). Everyone who disseminates information and opinion to the public—your neighborhood blogger, say—should have the same press rights and privileges granted to a staff reporter for the *New York Times*, argues Gant.

Cousin John: The Story of a Boy and a Small Smart Pig, by Walter Paine '49 (Bunker Hill Publishing, \$17.95). This is a true and pleasant story for young readers, set in the country in Brookline, Massachusetts, in the 1930s, about a boy who finds his father difficult, nature consoling, and his pig, Cousin John, a pal.

Bart Giamatti: A Profile, by Robert P. Moncreiff, LL.B. '57 (Yale University Press, \$35). Social conservative Giamatti went from being the president of Yale in turbulent times to commissioner of baseball during the banishment of Cincinnati Reds manager Pete Rose for gam-

bling, a struggle Moncreiff interestingly puts into legal context.

Havana: Autobiography of a City, by Alfredo José Estrada '80 (Palgrave Macmillan, \$24.95).

Novelist and editor Estrada tells vividly the history of his hometown, from Columbus to Castro.

The Occupation of Iraq: Winning the War, Losing the Peace, by Ali A. Allawi, M.B.A. '71 (Yale University Press, \$28). "Magisterial," according to Roger Owen, Meyer professor of Middle East history, "It is authoritative, incisive, dispassionate, devastating in its important judgments, and wholly original." Allawi is senior adviser to the prime minister of Iraq.



This *Rubaiyat of Omar Khayyám* (Sangorski and Sutcliffe, London, circa 1930) measures 1 $\frac{1}{16}$ by 1 $\frac{1}{4}$ inches.

Miniature Books: 4,000 Years of Tiny Treasures, by Anne C. Bromer and Julian I. Edison '51, M.B.A. '53 (Abrams, \$40). Never more than three inches tall and sometimes almost specks, miniature books may come "gemmed, tooled, locked, illuminated, and illustrated by the likes of Picasso, Miró, and Gorey." In a volume big and profusely illustrated, book dealer Bromer and collector Edison take a close, wide-ranging look at these delightful diminutives.

Neon Dragon, by John F. Dobbyn '59, LL.M. '69 (University Press of New England, \$24.95). Take this legal thriller, set in Boston, to the beach at once.

GALLERY

Image Blogger



Nowadays it's common for people to e-mail pictures to friends and family, but few of these photographers are as well-traveled as Steve Potter '69, and even fewer have his skill with a shutter. Potter, communications director for iRacing.com, a developer of digital simulations for the motor-sport industry, has had a long career in that field. As the *New York Times* correspondent on car racing from 1979 to 1988, and later, as a marketing and communications manager for Mazda and Mercedes-Benz, Potter globetrotted to auto races and other sporting events. He has also refined his camera technique through decades of work as both a professional (*Car & Driver*) and high-level amateur photographer, so the images he sends out every few weeks to 500-odd friends and acquaintances often resemble those one might encounter in a gallery.

Only about 20 percent of those shots are automotive in nature:

he's as likely to shoot a gang of young Japanese toughs or a herd of horses in the Argentine countryside as a checkered flag. Once he even had a *National Geographic* assignment, to photograph a tribe in Panama. And sometimes he creates his own stories. In 2002, he and his wife, Kathy Drake, drove a 37-horsepower 1957 Morris Minor convertible from Charlotte, North Carolina, up the Blue Ridge Parkway to their home in Freehold, New Jersey; he recounted the trip for the *Times* in a piece he had earlier blogged as a "Minor Adventure."

An "early adopter" of new technologies ("The only advantage of early digital photography was that you could transmit images," he says), Potter has been image-blogging since 1998, when his list had only 25 recipients. He first learned the photographer's art at the *Harvard Crimson*, where he absorbed a



Photographs by Steve Potter. Clockwise, from above: *Cadillac and Metal Roof, Key West, 2003; Watermelons, Sayulita, Mexico, 2001; Cycle and Burgerville, Vancouver, Washington, 2004; Fish Taco Stand, Sayulita, Mexico, 2003.*



valuable lesson about the relationship between creator and audience: even though one's black-and-white prints might look spectacular, there would be a vast loss of detail in the image as published in the newspaper. "It was crude, crude printing," Potter recalls. "I learned that you always have to think about how the ultimate viewer is going to see the image. Nowadays I have the same issue, but with technology that is light-years away."

In the digital era, "People see the pictures on their computer screens, which are very low-resolution," he explains. "The images I send are relatively small, and scan at only 72 dots per inch, like a TV picture. [Color photographs taken for magazines typically scan at 300 dots per inch or more.] And monitors have a luminescent background—it's like holding a transparency up to a light source, giving

ing a brilliance you can't get in a print."

Aside from the on-line distribution, Potter has typically published his photographs in books and periodicals, rather than mat and frame prints for gallery shows, even though many of his digital images can yield 20-by-30-inch art prints. But last year, Trinity Episcopal Church in Lakeville, Connecticut—located across from Lime Rock Park, a racetrack where Potter once worked—invited him to display some photographs in its annual art show. The church sold several pictures, and Potter will hang a few more on its walls at this year's Labor Day weekend show.

Meanwhile, he nearly always has his Nikon D50 with him and continues to shoot prolifically. "I see pictures all the time, but it's not always possible to stop and take them," he says. "I'm like a fisherman, thinking about the ones that got away." —C.L.

Entrepreneurs' Evangelist

Joseph Schumpeter laid bare the pros and cons

of "creative destruction."

by PETER TEMIN

THOMAS McCraw, Straus professor of business history emeritus at Harvard Business School, has written a large book about a Harvard professor of economics who was a legend in his own time and is possibly a bigger legend now, more than half a century later. Joseph Schumpeter taught at Harvard from the 1930s to 1950, after a tumultuous life in eastern Europe. He wrote

Thomas K. McCraw, *Prophet of Innovation: Joseph Schumpeter and Creative Destruction* (Belknap/Harvard, \$35.)

two books that have become classics—and that are accessible to ordinary people: in other words, to non-economists. The first, written initially in the flush of optimism pre-

ceding World War I, is *The Theory of Economic Development*. The second, written in the dark days of World War II, is *Capitalism, Socialism, and Democracy*. The books, which deal with entrepreneurship and "creative destruction" in economic growth, respectively, have taken their place over the years alongside similarly influential and popular works by John Maynard Keynes and John Kenneth Galbraith. I recommend both volumes, as well as this graceful biography of their author.

The first half of McCraw's book treats Schumpeter's life before Harvard. He was born in 1883 in a small Austrian town, where his childhood was disrupted by the untimely death of his father. To simplify a complex story, his mother moved to Vienna, married again, advantageously, and obtained a superior education for her gifted son. The young man responded to this upbringing by tak-

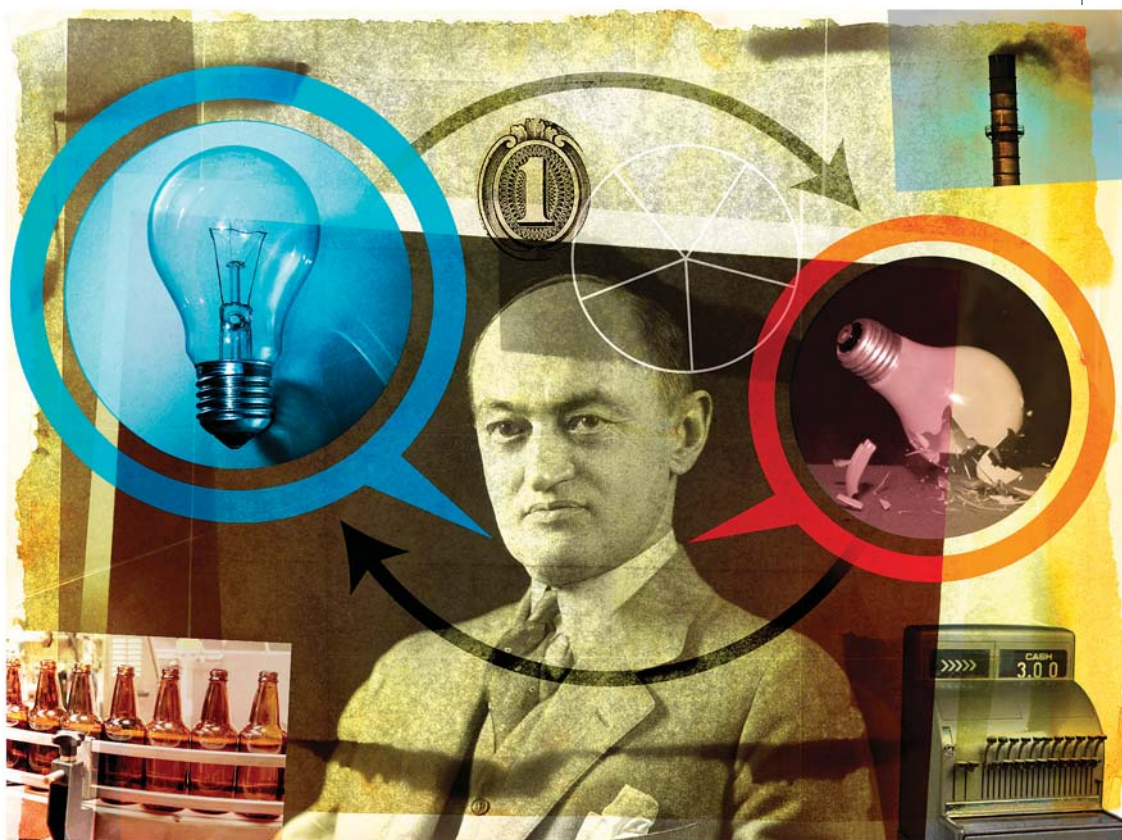
ing on the persona of Victorian minor nobility. He started his academic life while trying unsuccessful careers in both politics and business in the chaotic conditions of postwar Austria. In a famous boast recorded by McCraw, Schumpeter said he aspired to become the greatest economist, horseman, and lover in the world, but that he was having trouble with the horses.

The second half of the book chronicles Schumpeter's life at Harvard. The legend quickly became a prima donna, ignoring and antagonizing his colleagues in the economics department. But when Yale offered him a job, Harvard responded with warmth. His students, including several future Nobel laureates, implored him to stay—and he did. *Plus ça change...* His large book of the interwar years, *Business Cycles*, was eclipsed by Keynes's revo-

lutionary book on the same topic, and Schumpeter resisted the resulting Keynesian revolution in economics. Meanwhile, his former mistress wrote him about deteriorating conditions in eastern Europe in the late 1930s. McCraw presents excerpts that make a grim contrast to the far safer conflicts at Harvard, ending with a letter informing Schumpeter about her murder by Nazis in 1942.

Schumpeter's second great book, published that same year, presents his distillation of economics, history, philosophy, and social thought at this critical time in world history. While *The Theory of Economic Development* is hopeful, *Capitalism, Socialism, and Democracy* distills the uncertainty of the 30 years that followed the earlier work, including two world wars and a great depression. It is a far more complex book, and it is read—and still repays reading—more often than most classics. McCraw provides comprehensive views of both books.

The Theory of Economic Development was originally published in 1911; the revised English edition appeared in 1934. Its central thesis is based on a distinction between static efficiency and dynamic progress, an issue that is as live today as it was then. Schumpeter started with a typ-



O P E N B O O K

Better than the Bard

Scott Miller '86, the founder and artistic director of New Line Theatre in St. Louis, celebrates the innovation and adventurousness of musicals in his *Strike Up the Band: A New History*

of Musical Theatre (Heinemann, \$23.95, paper). He pays close attention to 150 shows in the past century and gives very high marks to *West Side Story*. Its music, of course, is by the late Leonard Bernstein '39, D.Mus. '67, once called "music's most exuberant hero" (see "Maestro Lenny," September-October 2006, page 29).

Opening on Broadway September 26, 1957, *West Side Story* was the next Great American Musical, and one of the American theatre's few great tragedies, appearing just when American cinema and theatre were discovering social-problem stories, just when America was beginning to reengage with its greatest evils. *West Side Story* told a story about hatred and prejudice in which a happy ending is not possible, in which love cannot triumph over all. The story went miles beyond its source material, Shakespeare's

Story. That this group of rich, white, Jewish, gay men eventually changed the focus to Anglo-Americans and Puerto Rican Americans, that the team recognized the profound racial prejudice in America (and especially New York) against Latinos may excuse the awkwardness and minimal, unintentional racism in their final product....

[T]o its credit, strictly as a work of art and ignoring its flaws as a social document, *West Side Story* is certainly a perfect blend of the many disciplines that make musical theatre; more than most musicals, the book, music, lyrics, and staging come together as a perfectly unified whole, speaking with one voice. Musical theatre is by its nature a collaborative art form but rarely do the many parts make such a consistently crafted statement. Driven by the vision of the often tyrannical Jerome Robbins, the greatest talents on Broadway created a musical that is specific yet universal (as Robbins would do again with *Fiddler on the Roof*), a show as current as today's headlines yet also timeless. It is a Broadway fable whose final curtain brings not hope for tomorrow but inconsolable grief over today; what little hope the final moments may imply, we still know that hatred does not die. In a country where hate crimes multiply exponentially each year and gang warfare has turned our urban streets into war zones, *West Side Story* is still heartbreaking and also deeply cathartic.

There's an argument to be made that *West Side Story* is actually a better piece of drama than *Romeo and Juliet*....Plotwise, *West Side Story* is simply more dramatic, more romantic, more tragic, more suspenseful, more resonant, and more emotional.

ical nineteenth-century description of the static circular flow of money and goods that can be found in only slightly different forms in many recent economics textbooks. He then argued that the key to economic development was composed of actions by entrepreneurs that deviated from this static circular flow and introduced new products or processes. He argued that innovation required effort and, of course, ingenuity, which needed to earn profits to be stimulated. Clearly, the ideal of perfect competition—in which all profits larger than the cost of capital are swiftly competed away—was not suitable for economic development. There needed to be some market power stemming from the entrepreneurial activity. (Schumpeter's concern with economic progress is in tune with contemporary economic research; Robert E. Lucas, the 1995 Nobel laureate in economics, has said that once you start thinking about the growth of productivity, it is hard to think of anything else.)

In this book, Schumpeter anticipated his later position by acknowledging that any monopoly to an innovation would be competed away in time. In *Capitalism, Socialism and Democracy*, his greatest work, he took this hypothesis further, introducing the term "creative destruction"—something McCraw emphasizes throughout his narrative. Every innovation is both an act of creation and an act of destruction of someone else's enterprise and profit. As Schumpeter noted in his earlier book, "Capitalism, then, is by nature a form or method of economic change and not only never is but never can be stationary."

And this is the problem. According to Schumpeter, as this ceaseless process of change goes on, it carries the seeds of its own destruction. The process of creative destruction becomes routine, and organized science is brought to bear on innovation. The entrepreneur loses political favor, and bureaucrats are ascendant. With the creative energy of the innovating entrepreneur lost, capitalism decays. This gloomy prediction is of great interest as a record of despair during World War II; as a prediction, it seems far from the mark 65 years later, and McCraw ignores it.

McCraw instead describes the complexity of Schumpeter's view of socialism and its interaction with democracy. While Schumpeter believed that socialism was



Fifty, and still a heartbreaker

Romeo and Juliet. When director-choreographer Jerome Robbins, composer Leonard Bernstein, and bookwriter Arthur Laurents first discussed this story (lyricist Stephen Sondheim wouldn't be joining them until later), it focused on tensions between Catholics and Jews and it was called *East Side*

P E R F O R M A N C E

Voicings: John Adams

The celebrated *Nixon in China* (1987) by composer John Adams '69, A.M. '72, was the first of four operas that, along with many orchestral and chamber works, have won him international renown. On *the Transmigration of Souls*, a musical memorial to the victims of the September 11, 2001, attacks, won the 2003 Pulitzer Prize and a recorded version later captured three Grammy awards. Here are some of the remarks Adams made this May during Arts First weekend, when he received the 2007 Harvard Arts Medal.

When I compose or orchestrate, I imagine that I am in front of a huge mixing board or a divine synthesizer, and I think that way.

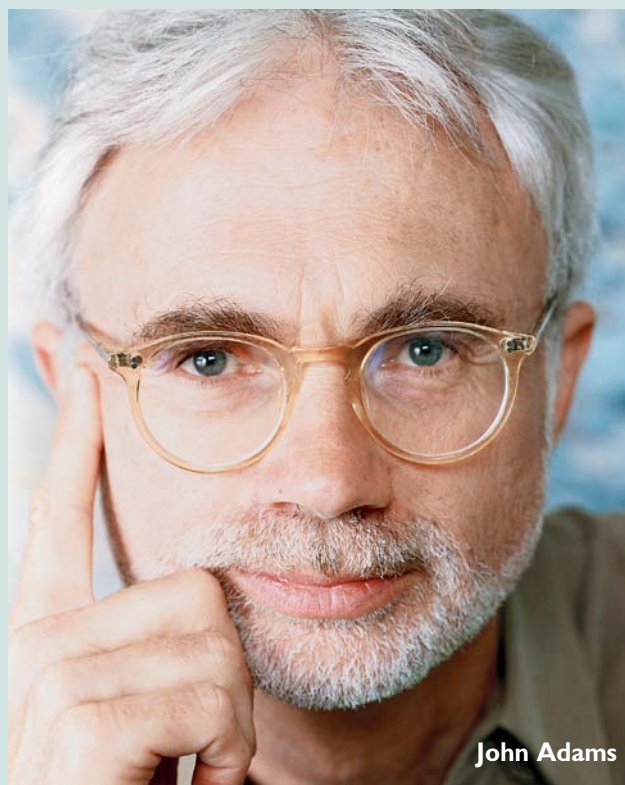
Collaboration is probably up there with double ax-murder in terms of the most painful things two people can do to each other.

What makes my operas special is that they are based quite fastidiously on the real historical facts.

Peter [Sellars]'s first idea was to have Kissinger absolutely mute in the opera, but I

thought, why pass up such an obvious *buffo* character? [Director Peter Sellars '80, the 2001 Arts Medalist, has collaborated on all four of Adams's operas.]

[Los Alamos, the setting of Adams's opera *Doctor Atomic*] is one of the great American stories because it combines Yankee ingenuity with this obsessively beautiful image—let's face it, atomic bombs are kind of morbidly sexy.



John Adams

I actually set declassified government documents. I have to tell you that setting the word "practicable" took me an afternoon.

Aida has become a kind of vehicle for vocal showboating and not really a comment on the human condition. I want this art form, opera, to be about our experience as Americans living right now.

I have bad days when I really feel that I'm working in an art form that's just not relevant anymore, that had its peak in the years from Vivaldi to Bartók, and now we are just fighting over the crumbs.

A really good recording of mine might sell 50,000 copies; that's very rare in classical music. For a rock group, 50,000 CDs sold would be a disaster.

If I were to do something cheap or rushed or not as good as it should be, I'm going to have to live with it. The reason we call it classical music is that we hope in 100 years, it will still be heard.

Harmony is where the psychological meaning of the music is. [Twelve-tone composers] wrote atonal music, and at the same time Duke Ellington, Richard Rodgers, and George Gershwin were having a fine time with harmony.

If you write the Great American Opera, then what's going to come after that? The Not-So-Great American Opera? ~C.L.

economically feasible in some times and places by mimicking capitalism, he was not at all sure how this would work out politically and socially. In his closing words, "As a matter of practical necessity, socialist democracy may eventually turn out to be more of a sham than capitalist democracy ever was." I join McCraw in urging anyone interested in these questions to read this stimulating book. Like Keynes, Galbraith, and many economic-development theorists today, Schumpeter saw economic affairs as inextricably connected with politics, society, and ideology.

After the war, Schumpeter was elected president of the American Economic Association; he presented his presidential address in December 1948. McCraw describes it as a valedictory example of his subject's characteristic blend of economic analysis, economic history, philosophy, and wit. In it, Schumpeter argued that there is no such thing as objective economics. Ideology is ever present, most obviously in the formulation of problems to solve. This admonition, true today as much as then, should not paralyze us, but rather be

seen as a necessary indeterminacy in our results—as an economic Heisenberg principle. Although Schumpeter died in 1950, McCraw is right to insist that his contributions to our understanding of the economies in which we live are still vital today. ▢

Peter Temin, JF '65, Gray professor of economics at the Massachusetts Institute of Technology, was president of the Economic History Association in 1995-1996. His books include *Iron and Steel in Nineteenth-Century America* and *The Fall of the Bell System*.



A Scholar in the House

President Drew Gilpin Faust

by JOHN S. ROSENBERG

TRADITION AND THE TWENTY-FIRST CENTURY were tangled together in Barker Center's Thompson Room on the afternoon of February 11, when Drew Gilpin Faust conducted her first news conference as Harvard's president-elect.

Daniel Chester French's bronze bust of John Harvard, perched on the mantelpiece of the enormous fireplace behind the lectern, peered down on Faust and the other speakers—and a stone VERI-

TAS crest backed up the bust. Carved into the heraldic paneling on either side of the fireplace were great Harvard names: Bulfinch and Channing, Lowell and Longfellow, Agassiz and Adams, Holmes and Allston. Huge portraits of iconic Harvardians hung on the walls: astronomer Percival Lowell, for science; Le Baron Russell Briggs, professor of English and of rhetoric and oratory, a humanist and University citizen who served as dean of Harvard College and—nearly simultaneously—dean of the Fac-



ulty of Arts and Sciences and president of Radcliffe College; and, from the world of public service, Theodore Roosevelt, A.B. 1880, LL.D. 1902, an Overseer from 1895 to 1901 and from 1910 to 1916, among other offices held. And there was as well, in the corner, a smaller portrait of Helen Keller, a 1904 Radcliffe alumna to whom Harvard awarded an honorary doctorate 51 years later—the first woman so recognized.

But for all the weight of the Georgian Revival setting and the late Crimson celebrities, the event was thoroughly modern. The coffered ceiling had been retrofitted with energy-efficient fluorescent lights when the Harvard Union was renovated in 1997. A thicket of television cameras filled the risers erected for the occasion, attesting to worldwide interest in the University's leadership transition. And of course Faust, about to become Harvard's twenty-eighth president, would be the first woman to hold that office. She acknowledged the significance, saying, "I hope that my own appointment can be one symbol of an opening of opportunities that would have been inconceivable even a generation ago." Asked by a reporter

about her gender, Faust responded levelly, "I'm not the *woman* president of Harvard. I'm the president of Harvard." (See "Crossing Boundaries," March-April, page 60A, and the more extensive on-line report at www.harvardmagazine.com/2007/02/11/crossing-boundaries.html.)

Perhaps too neatly, the colliding style and substance of the occasion symbolized an ancient university (nearing its 375th anniversary, and in the 400th year of its namesake's birth) preparing itself for contemporary challenges and opportunities. But the obvious news angles—that Harvard had appointed a president after a period of upheaval, and a woman at that—deflected attention from two other story lines that may prove far more consequential during the administration that begins July 1. Both themes involve a return to tradition as the likeliest route to move the University forward expeditiously.

First, in selecting Faust, Harvard determined that it would best be led by someone whose career has been that of a scholar

(she is an accomplished historian), to an extent not matched since chemist James Bryant Conant became president in 1933. Second, because Faust has been dean of the Radcliffe Institute for Advanced Study since 2001, Harvard has turned to one of its own—the first truly internal candidate since Derek Bok, then dean of Harvard Law School, became president in 1971. In the intersection of those paths, one may perceive the prospects for a presidency rooted in the University's past and ambitious about its future.

"An unprecedented rate of progress"

FAUST SKETCHED elements of her childhood "in a privileged family in the rural Shenandoah Valley" of Virginia in "Living History," an essay published in this magazine in 2003. "I was the only daughter in a family of four children," she wrote, and subject to her community's prevailing expectations for girls. As she noted in the bracing preface to her widely acclaimed 1996 book, *Mothers of Invention: Women of the Slaveholding South in the American Civil War*:

When I was growing up in Virginia in the 1950s and 1960s, my mother taught me that the term "woman" was disrespectful, if not insulting. Adult females—at least white ones—should be considered and addressed as "ladies." I responded to this instruction by refusing to wear dresses and by joining the 4-H club, not to sew and can like all the other girls, but to raise sheep and cattle with the boys. My mother still insisted on the occasional dress but, to her credit, said not a negative word about my enthusiasm for animal husbandry.

Looking back, I am sure that the origins of this book lie somewhere in that youthful experience and in the continued confrontations with my mother—until the very eve of her death when I was 19—about the requirements of what she usually called "femininity." "It's a man's world, sweetie, and the sooner you learn that the better off you'll be," she warned. I have been luckier than she in that I have lived in a time when my society and culture have supported me in proving that statement wrong.

At least a few elements seem to have impelled "Drew" (she did not go by her given name, "Catharine") beyond the settled circumstances in which she lived. In the 2003 essay, she described the all-white school she attended (she was a fifth-grader during the 1956-1957 academic year), the all-white Episcopal church to which the family belonged, and her growing awareness of racial inequality in that era of Southern resistance to *Brown v. Board of Education*—an awareness that prompted her to write a "Dear Mr. Eisenhower" letter to the president that winter to express her "many feelings about segregation."

That dawning social conscience combined with some inner spirit to direct Faust far beyond needlework: "Did my sense of the privileges allotted my brothers—who did not have to wear scratchy organdy dresses or lace underwear, sit decorously, curtsy, or accept innumerable other constraints on freedom—make me attuned to other sorts of injustice?" Or as she put it more piquantly at the Harvard College Women's Leadership Awards ceremony on April 25, "I think I was born a pain in the neck."

And her mother, despite those admonitions, guided her into a wider world through the powerful medium of education. Faust attended Concord Academy in Massachusetts, the first step in a

trajectory that led northward, into academia. She then earned a bachelor's degree, magna cum laude with honors in history, from Bryn Mawr in 1968; while there, she marched for civil rights and against the Vietnam War and was a student-government leader. Among her teachers was Mary Maples Dunn—later president of Smith College and then director of the Schlesinger Library on the History of Women in America at Radcliffe College, and interim president during the year in which Radcliffe transformed from college to institute for advanced study.

Faust pursued master's and doctoral degrees in American civilization from the University of Pennsylvania, concluding her graduate studies in 1975. She then served on the Penn faculty, in the departments of American civilization and of history, from 1976 until her appointment as the Radcliffe Institute's founding dean, effective on January 1, 2001. Committees of faculty and students twice honored her for her teaching.



MARC HALEY/HARVARD NEWS OFFICE

During her early academic career, Faust also passed through testing personal experiences. An early marriage ended in divorce in 1976; Faust and historian of science Charles Rosenberg (then at Penn, now Monrad professor of the social sciences) married in 1980. Their family includes Faust's stepdaughter, Leah Rosenberg, an assistant professor in the University of Florida's English department, where she specializes in Caribbean literature, and their daughter, Jessica Rosenberg '04, who begins graduate study in comparative literature at Penn this fall. In 1988, Faust was treated for breast cancer (during a conversation, she calls the diagnosis, just after her fortieth birthday, and therapy "life-transforming") and in 1999 for thyroid cancer, which required no treatment after surgery. She now enjoys an "entirely clean bill of health."

Whatever she left behind in Virginia, Faust wrote in 2003, "I have always known that I became a southern historian because I grew up in that particular time and place." Both "historian" and "southern" figure in that formulation. "I wanted to keep my scholarship and teaching at the core of what I did," she says. Although the wide praise for *Mothers of Invention* and her association with women's studies at Penn and Radcliffe may have created an impression that Faust is principally a feminist historian, her work, while thematic, is much broader.

From *The Sacred Circle* (1977), a study of the ideas and ideology of five proslavery Southern intellectuals, through *Mothers of Invention*, Faust says, "The reason I got so interested in the Civil War, moving from the antebellum South to the Civil War period in the focus of my research, is that it is a moment when people are confronted with the necessity of change and how they respond to that. What changes do they make, and what ones do they resist?"

The subjects and approaches vary, but Faust's books tease out the reactions of elites on the edge—or during their failure to adapt to new circumstances. *James Henry Hammond and the Old South: A Design for Mastery* (1982) probes deeply the mind and mores of one member of the "sacred circle": a South Carolina lawyer, publisher, planter and slaveholder (he died at the evocatively named Redcliffe plantation), U.S. Representative, and governor, and the successor to Senator John C. Calhoun as the foremost proponent of nullification. In pursuit of that idea, she shows, Hammond "overtly espoused traditional republican political values," but in fact undercut Calhoun's efforts "to restore the politics of deference" by resorting to more democratic politicking. His defense of slavery as a benevolent, divinely ordained, and mutually beneficial system was rendered hollow by the harsh relationship that Faust reveals between master and bondsmen, and by his sexual use of women he owned. Between his public beliefs and his private needs, Faust shows, "Like many other Americans of his day and many southerners especially, Hammond was alarmed by what seemed to him an unprecedented rate of progress in the modern world," transforming economic life but also "long-cherished social and political arrangements as well as traditional systems of belief and morality."

In *Mothers of Invention*, Faust examines an entire elite—plantation wives and daughters—whose race, gender, and class accorded them an elevated place in society that was shattered in the Civil War. Through diaries, letters, and other evidence, Faust explores what it meant to be thrust from the luxury of living above and apart from the brutality of administering a slave economy, to the necessity of running plantations when the men went off to battle. Ranging across the fiction women read and wrote, their appeals to Jefferson Davis for protection and sustenance, their jobs in hospitals and schools, their changes in faith and in clothing, and the consequences (social and sexual) of the disappearance of suitable mates from the community, she analyzes the collapse of a system dependent on deference to patriarchy. One of her subjects wrote to her husband, "I will never feel like myself again." Faust notes that others, especially upper-class women heavily invested in their past superiority, "[f]or all their disillusionment with slavery, with Confederate leadership, and with their individual men...clung to—even reasserted—lingering elements of privilege," holding fast to "the traditional hierarchical social and racial order that had defined their importance."

Faust's histories of these doomed elites are characterized by deep archival research, multiple forms of evidence, and human empathy—her ability to understand the ideas and hopes of people whose values and behavior may be utterly alien. Scholarly curiosity has motivated her research and writing, aligning her own career experience closely with that of the professors she will now lead. But her subjects and discoveries, unlike those of most of her former peers, bear an almost uncanny relevance to thinking about the culture of elite research universities. For after a century of intellectual and institutional preeminence, universities have en-

tered an era when their assumptions and performance face questions both from within and from the wider society.

"I was always a citizen"

PRODUCTIVE SCHOLARSHIP did not isolate Drew Gilpin Faust in dusty archives. "I resisted a number of requests, invitations, even a certain amount of pressure, to take on administrative roles," she says. "But I found myself doing a lot of it anyway, because I'd be asked to chair committees, or be on boards, or be on committees for the American Historical Association—to be an officer, take responsibility for my discipline, for my university, for my department." So despite her focus on research and teaching, Faust chaired the American civilization department and directed the women's studies program, for five years each, during her quarter-century at Penn.

Her service ultimately extended far beyond such professorial routines. "A Mind of Her Own," an extended article by Jean M. Dykstra published in the February 1991 *Pennsylvania Gazette*, portrays Faust the scholar also taking on highly contentious is-

ssues—diversity; faculty, student, and staff interactions; the challenges facing Penn's urban West Philadelphia environs; fraternities—as chair of a Committee on University Life appointed by that institution's president, Sheldon Hackney, in late 1988. Dykstra cited the committee's emphasis on the "incivility" of students and faculty toward staff members; Faust's advocacy of moving fraternities from their central campus location; and her promotion of smaller classes, in part, as Faust said, so "students have to take responsibility for their own education—talk, contribute, argue, risk." At the time Dykstra wrote, Faust was serving on 11 Penn committees (Harvard's news release on her election as president cites her work there on academic planning and budgets, academic freedom, human resources, the university archives, and intercollegiate athletics). She was also a member of the search committee that in 1994 chose Judith Rodin to become Penn's (and the Ivy League's) first regular female chief executive.

"I always enjoyed those roles," Faust says now. "I was always a citizen in that I was very engaged with the communities in which I found myself."

TWO YEARS AGO, Drew Gilpin Faust began looking for a date when women

presidents of Ivy League universities could convene for a panel discussion as part of the Radcliffe Institute's "Voices of Public Intellectuals" series. By the time that Penn president emerita Judith Rodin; Princeton's Shirley Tilghman; Brown's Ruth Simmons; and Rodin's successor, Amy Gutmann (listed in their order of appointment) sat down in an arc of Harvard chairs flanking Faust, circumstances had so changed that she said, to laughter and applause, "I have arranged a tutorial for myself."

The tutorial, held before a full house in the Loeb Theatre on May 2, gave some sense of the speakers' paths to their current eminence, and of the challenges of running a university. For the most part, the visitors were surprised to find themselves moving from scholarship into management and positions of leadership; most noted the support and critical interventions of helpful mentors. Tilghman, who said she had wanted to be a scientist since she was five years old, observed that her career as a biologist had been pertinent because women in science during the past 25 years have needed three essential traits to survive: determination; humor; and—in light of the challenges posed to their success—an "absolute inability to recognize reality."

Explicitly or otherwise, the presidents seemed to share what Gutmann described as their "incredible ambitions for our own institutions" as engines of knowledge and human betterment for those they educate. She also noted the "endless difficulties" of realizing those ambitions: "No one should be under the illusion that this is the type of job that everyone wants to do."

Faust, who moderated (but withheld her own views), asked if there was a female leadership style particularly suited to academic institutions. Simmons declared that idea "nonsense." Tilghman observed that universities are "very strange beasts," built to an unusual degree on "conversation,

"A Tutorial"



JUSTIN IDEHARVARD NEWS OFFICE

consultation, mutual respect." Socialization as a girl in America, she thought, promoted skills that work well in such settings—but she also pointed out that the president then has to make a decision, choosing one direction from among others that may also be plausible. Gutmann said a president would use every skill she had to move her institution forward, so the multitasking demanded

of contemporary mothers could prove useful.

The guests had plenty of ideas about the biggest challenges universities face. Their institutions, Tilghman said, are "the most effective engines for social mobility in this country. In fact, I don't even know who is number two." But there are impediments to access. Gutmann cited conversations with government officials concerned about the "threat of China" who advocate controlling access to labs and limiting student and scholar exchanges. Simmons highlighted the deplorable state of K-12 education in this country and the stunting effect that has on most students and on society as a whole.

Given those problems, and others (of intrusions into the academy, Tilghman said, "The day we let someone in Washington decide what should be the curriculum in classes is the day we should all pack up and go home"), Rodin suggested that campus leaders had an exceptional opportunity to be role models within their own communities: "the beacons and activists" for civic engagement and honest discourse, exemplifying university values for students. Gutmann urged her peers to carry the message about the worth of a broad education in the liberal arts and sciences across the land and around the world. And Rodin said she saw in the four women who have followed her to Ivy League presidencies—a "pretty amazing" group—a new generation of leaders eager and able to do just that.

(A video of the entire discussion is available at www.radcliffe.edu/-events/lectures/2007_vpi.php)

Of the institute's intellectual program, Faust wrote, "Crossing boundaries is fundamental to the Radcliffe experience."

Still, it was a decisive step to accept a full-time position such as the deanship of the Radcliffe Institute for Advanced Study (RIAS). Asked what led to the change, she replies, "Neil Rudenstine," then Harvard's president, who first engaged her in thinking about the post during a conversation that began in the fall of 1999 and ultimately extended several months. "I had understood the job to be one in which I could do a substantial amount of my scholarship and run an organization," she recalls.

In fact, from the time her appointment was announced in April 2000 through the first four years of her deanship, Faust found herself absorbed in untangling "impenetrable financial records," explaining the new institute to Radcliffe College's alumnae, and building a lively academic community of scholar-fellows—women and men. (During a sabbatical last year, she worked on her sixth book, *This Republic of Suffering: Death and the*

common interest. According to executive dean Louise Richardson, who led the institute while Faust was on leave, fellows have reported rediscovering "the intellectual camaraderie they had missed in their home departments."

- Participants in projects have reached out productively to other schools for expertise. Radcliffe's conference on computational biology in May 2003 was the first such gathering on campus; it drew 150 people together for three days of workshops and lectures, seeding a now robust field of research. A conference on women and enterprise was produced by a faculty committee drawn from five Harvard schools.

- Radcliffe-funded "exploratory and advanced seminars," initiated by ladder faculty, bring together scholars from throughout Harvard and beyond to address a new problem, ranging from malaria to debt relief in Africa. A dozen or more such seminars annually have spawned new connections involving departments across the University, and virtually every school, to examine problems in science, the humanities, public policy, and the professions.

- Advisers including Jennifer Leaning, professor of the practice of international health (Harvard School of Public Health); Homi Bhabha, Rothenberg professor of the humanities and director of the Humanities Center; and former Graduate School of Arts and Sciences dean Theda Skocpol all serve as substantive participants in shaping RIAS's programs, building strong bridges to the rest of the University. Higgins professor of natural sciences Barbara J. Grosz, of the School of Engineering and Applied Sciences, has provided powerful links to that entire realm of research as Radcliffe's dean of science since early in Faust's institute tenure (see page 69 for news of her appointment as RIAS's interim dean, succeeding Faust as of July 1).

- Radcliffe's breadth has been extended, with 38 men and 25 international fellows among the 260 who made up the first five classes of fellows resident at the institute.

In this basic intellectual sense, Faust wrote early in her decanal tenure, "Crossing boundaries is fundamental to the Radcliffe experience." Effective administration has been fundamental, too. As dean, she:

- transferred former Radcliffe College training programs (in publishing and landscape architecture) to other institutional homes, made the Murray Center for social-science research a part of the Harvard-MIT Data Center, closed other programs that no longer fit the new institute's mission, and reduced staffing and expenses significantly with the help of University financial administrators, outside advisers, and consultants;

- directed a comprehensive campus plan for the institute, and oversaw the renovation of the Schlesinger Library, the former Radcliffe Gym, and Byerly Hall (now under construction); and

- proved a robust fundraiser for the new institute's fellowships and programs, drawing on revived relationships with Radcliffe alumnae and the advice of a Dean's Council whose members include several leading supporters of the University.

Meanwhile, as at Penn, Faust became involved in Harvard priorities well beyond the demands of her day job. As RIAS dean,



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American Civil War, on the impact of that war's enormous death toll. She delivered the manuscript in January, just before her election as president, and so describes it as her "scholarly denouement." Knopf will publish the book next year. She also returned to the classroom, teaching an undergraduate seminar on the Civil War and Reconstruction this past spring.)

Whatever the short-term obstacles, Faust made the most of her own administrative knowledge, the suggestions of the intellectually eminent advisers she convened, and the opportunity presented by the founding of the institute as a full affiliate of Harvard. From her very first messages about the new institute, Faust emphasized "Radcliffe's potential to create interest and engagement across the University." She realized that potential in a variety of ways, not all of them widely known:

- Radcliffe Fellowships, the core one-year appointments for advanced study, have proven a way for junior faculty, from Harvard and elsewhere, to complete research essential for qualifying for tenure. Moreover, clusters of fellows concentrating in fields such as astrophysics or immigration have brought professors from separate departments together to work on problems of

THE SEARCH for Harvard's twenty-eighth president began under difficult circumstances.

Lawrence H. Summers's resignation on February 21, 2006, ended his presidency far sooner than had been expected. The Corporation, whose members (excluding the president) organize such searches, had to begin one quickly, under heightened scrutiny, knowing that the University would be led, perhaps for a prolonged period, by an interim president. Moreover, the Corporation itself was freshly constituted: Senior Fellow James R. Houghton's service began in 1995, but all the other members were appointed after Summers took office in 2001; the newest, Patricia A. King, elected in December 2005, did not formally join the Corporation until the following May.

The search committee (including three Overseers) proceeded in customary secrecy, prompting the equally customary news leaks, particularly after the entire 30-member Board of Overseers was briefed in December on a list of candidates that included many leaders of research universities: presidents Lawrence Bacow (Tufts), Lee Bollinger (Columbia), Richard Brodhead (Duke), Amy Gutmann (Penn), Ruth Simmons (Brown), and Shirley Tilghman (Princeton), Stanford provost John Etchemendy, and University of Cambridge vice-chancellor Alison Richard. Because all those candidates were recent appointees, and several were involved with major capital campaigns, their availability and interest seemed slight. Several said they were not candidates. Much attention focused on Nobel laureate Thomas R. Cech, a chemist at the University of Colorado and president of the Howard Hughes Medical Institute; his expertise and the institute's recent activities (see "The Janelia Experiment," January-February, page 53) appeared relevant to Harvard's plans for the sciences in Allston. Internal prospects included Elena Kagan, Harvard Law School dean since 2003; Provost Steven E. Hyman, a neuroscientist; and historian Drew Gilpin Faust, Radcliffe Institute dean since 2001.

Cech revealed that he had indeed been a serious contender when he called the *Crimson* on the morning of January 31 to disclose that he had "withdrawn my name." In retrospect, that

A "Better Answer"

should not have been a surprise: he had expressed reluctance to give up his laboratory group, had not done any fundraising, and had not been an administrator (apart from his institute duties).

After a further flurry of external speculation, the search committee quickly came to consensus. The Corporation voted to elect Faust, and sought the Overseers' consent, on February 11.

Beyond selecting Harvard's first woman president, this search set other precedents by chartering formal faculty and student advisory bodies, and by extensive outreach to alumni (see "Precedent-Setting Presidential Search," May-June 2006, page 66).

Overseer Frances D. Fergusson, a member of the search committee, said the student advisory group "gave us a very comprehensive understanding of how each school was perceived by its students, and of the major challenges a new president would face," and credited it with helping her "grasp both the complexity and nuances of Harvard's radically decentralized structure." Fergusson credited the faculty advisers with "invaluable" input—"both in their concrete suggestions and their broad-reaching perspectives about Harvard's future." Pforzheimer University Professor Sidney Verba, who led the faculty group, said this "more structured way" of involving professors (who have been consulted individually in past searches, without the opportunity to test one another's opinions) was mutually productive. The faculty members, he noted, not only helped refine search criteria, they also know Harvard and have contacts throughout academia, and so could sound out names for the search committee and render "lots of candid assessments" not available otherwise.

James Houghton said both advisory committees "worked extremely well....We tested all sorts of ideas with them." (Alumni contacts had to be handled differently, through travel to meet groups around the world.) The new channels yielded a "better answer than we could have had, had we not done this exercise." His conclusion: "I would be very strongly in favor" of using a similar process in future searches.

she was a member of the Academic Advisory Group, through which the president, provost, and deans consider matters of University policy—and so become acquainted with one another and with broader academic issues. In 2004, she served on the task force exploring the role of and opportunities for undergraduate life in Allston—one of the elements that figured in the master plan for campus development there, published in January (see "Harvard's 50-Year Plan," March-April, page 58). In early 2005, following his controversial remarks on women in academic science and engineering, President Lawrence H. Summers appointed her to lead two University task forces, on women faculty and on women in science and engineering. Their comprehensive recommendations, produced quickly and under enormous pressure, provoked fresh thinking about faculty development, student learning, and diversity; multiple measures are now being implemented under the direction of a senior vice provost (see "Tenure Task Forces," May-June 2005, page 67, and "Engineering Equity," July-August 2005, page 55).

Outside her two university communities, Faust has been an

active intellectual leader. Beyond her professional involvement in the principal historical associations, and her service on the Pulitzer Prize history jury, she is, among other affiliations, a trustee of the Andrew W. Mellon Foundation (a powerful supporter of the arts and scholarship in the humanities and higher education); the National Humanities Center; and her alma mater, Bryn Mawr College—perhaps a useful perspective for working with Harvard's governing boards.

Those experiences—and the Radcliffe Institute's role in assessing the work of scholars from all fields—have given Faust an unusually broad overview of faculty members across a research university. As a past department chair, a member of the 2005 task forces, and a dean nurturing younger faculty members during their Radcliffe fellowships, she arrives at Massachusetts Hall extensively prepared for one of the Harvard president's most important responsibilities: helping schools to identify the next generation of scholars and to advance their academic careers.

The cumulative value of these diverse activities paved Faust's way toward consideration as the University's leader. They also

“Change often happens most easily if it can be shown to be embedded in long-held beliefs, values, traditions.”

provided the will for her to accept the offer. For all its unexpected demands, she says, “In the course of this experience at Radcliffe, I found I just loved it. I loved working in a team with people. I loved defining organizational goals. I loved seeing things happen,” whether the renovation of the Radcliffe gymnasium into a gleaming conference space or institute fellows winning Pulitzer Prizes or earning tenure. “I just found that I liked it a lot, and I seemed to be getting feedback that I was pretty good at it.” And so, with that one last book in the pipeline (“a vestige of my scholarly identity”) and no illusions that her new position will leave time for another, Faust has plunged headlong into the Harvard presidency.

“An unparalleled opportunity to make a difference”

SPEAKING ON FEBRUARY 11, Faust said, “I love universities and I love this one in particular.” Asked to amplify on her lifelong love affair with the academy, she says, “At the heart of it, universities are about renewal every minute. You’re *always* learning something new,” as a student or as a scholar. That learning comes as a refreshing surprise—“a surprise that in some way reinforces some things you know but at the same time changes them. I think to be in a community where everybody is dedicated to that expansion of themselves through an expansion of what they know is just the best thing I can imagine.” In that capacity, she says, universities affect not just individuals but society—a dual role that lies at the heart of her commitment to these institutions.

Faust acknowledges that she was approached about other leadership positions earlier in her Radcliffe tenure—too soon in the institute’s transformation, she judged, for her to consider leaving. As time passed, she says, she contemplated returning to scholarly work full time (she is Lincoln professor of history) or pursuing “the *right* leadership opportunity” if it came around. When Summers resigned, unexpectedly creating a vacancy at Harvard, she says she realized that she had already been involved in trying to make the University work better. The presidency represented “an unparalleled opportunity to make a difference in higher education” in ways that mattered deeply to her. Moreover, she perceived that the institution was “crying out for a kind of intervention that I felt I might be able to make successfully.”

“Harvard has the most extraordinary resources available to it of any higher-education institution in the world,” Faust declares—not just material assets such as the endowment, the Fogg Art Museum collections, and Widener Library, but also extraordinary students and faculties. From her first day at Radcliffe, she says, she felt that it was “just a totally overstimulating environment.”

“And yet,” she continues, “so many of the things we say about ourselves are true.” Referring to its decentralized schools, she says that Harvard is “*not* one university”—and so it has missed opportunities for collaboration. By investing in individual faculties and their facilities, “In a peculiar way, Harvard has not invested in itself. It needs to make the most of those extraordinary resources.” In some ways, the Radcliffe Institute has been an experiment in doing just that, by helping members of the community break down the boundaries separating “fields and schools

and disciplines,” prompting beneficial new connections and “intellectual transformations.” She mentions research links between Harvard Medical School (HMS) and the Faculty of Arts and Sciences (FAS), ties between students and faculty members from different schools, and bridges over the divisions between the sciences and the humanities.

Among the principal priorities she envisions, Faust details the wholesale improvements under way in undergraduate education, work on the Allston campus, and advances in science throughout the University based on collaboration among FAS, HMS, and the affiliated hospitals. “All of these questions seem at the core of what Harvard is about,” she says, “but *none* of them has been accomplished.” She intends to embrace each and “move forward as effectively as I am able to.” She also details important work to be done in securing broader student access not only to the College, but also to graduate education in the arts and sciences and in professional schools for those pursuing jobs in less remunerative careers. Similarly, in the wake of the 2005 task forces on science and engineering, she emphasizes the importance of enabling individuals to “choose fields out of preference and talent, and not because they are driven out of [other fields] by obstacles we should eliminate,” whether of gender or of other kinds.

Even as Faust describes “spending a lot of time immersing myself” in the details of each of those issues—in part through searches for new FAS and HMS deans (see page 67) and other senior appointees—she is also trying, in the course of “a lot of listening this spring,” to identify “questions we’re not asking.” At least one important new effort, suggested during her February 11 remarks, is already emerging. Faust says Harvard needs to take a comprehensive look at the arts throughout the University. The art museum complex is about to be renovated; a new museum and performance facilities are to be erected in Allston; the American Repertory Theatre is searching for a new artistic director; the Graduate School of Design deanship is also vacant; and, in general, this is a “world in which the arts are taking on much more importance in undergraduate life in our peer institutions.” She suggests that a committee of senior advisers may be formed soon to look at Harvard and the arts in the broadest context, with significant implications for academic resources and facilities across the campus, not just in Allston.

As she refines these and endless other priorities into an agenda (finding a scale for Allston that promotes both ambitious interdisciplinary work and personal interactions; refining which goals and programs to pursue around the world, as Harvard students and scholars now “live their lives internationally”), Faust may innovate organizationally, as she did at Radcliffe. She has already announced that she will create an executive vice presidency, to whom at least the administrative, financial, and human-resources vice presidents in Massachusetts Hall will report. An advisory group will examine the position’s reporting relationships and likely candidates; once filled, it will somewhat reduce the number of people and units (now numbering nearly 30) directly responsible to the president, making it easier for her to focus on her highest priorities.

Of greater consequence: as soon as her decanal team is in place, Faust intends this summer to convene Harvard-wide academic planning, which has been in abeyance in recent years, to specify the mission of each school in teaching and research for the next decade, a process she describes as “defining our substantive purposes and hopes.” Through the planning process, she aims to “make us very self-conscious about how we use the resources we have—and what resources we don’t have”—to guide the schools’ daily work, to identify needs that fall between existing units, and, ultimately, to shape an “inevitable” capital campaign. (She is also searching for a new vice president for alumni affairs and development.)

How those immediate objectives are pursued of course depends on the larger context. Faust spoke on February 11 of her concern that society has become ambivalent, even skeptical, about universities (“American higher education is hailed as the best in the world, and attacked as falling short”). As part of her presidency, Faust says, she wants to “try to articulate what a university is in American and world society. And why the very aspects of universities that make many people nervous are at the core of what we ultimately want universities to be—and why universities *should* not try to be like every other institution in society, and what the rationale for their continuing difference from other institutions truly is. People get exasperated with how collaborative they are, how long it takes them to get things done, how everybody has a voice, how we are in some ways embedded in the past.

“Well, we need to be embedded in the past and embedded in the future at the same time. That’s a pretty complicated stance.”

“But this is where we’re going”

THOSE COMPLICATIONS seem productively embodied in Drew Gilpin Faust’s career in and approach to the academy—as scholar, as dean, and, beginning July 1, as president. In Faust’s own passage from Virginia girlhood to the pinnacle of academe, there are echoes of those women in *Mothers of Invention* who drew strength from their trials—who “had come to a new understanding of themselves and their interests.” She is an historian who observed minutely the disastrous consequences for her native South of failing to adapt. And from her first days at Radcliffe, she pursued a sweeping agenda of institutional reform in support of innovative intellectual programs.

In the fall of 2001, herself a newcomer to Cambridge, Faust told the entering Harvard College class of 2005, “When you hear—in this most wonderfully tradition-bound place—that something is because it has always been that way, take a moment to ask which of the past’s assumptions are embedded in this particular tradition. If men and women are to be truly equal at Harvard, not all traditions can be.”

In her remarks as president-elect on February 11, she reprised the theme, albeit on a larger scale. Realizing the promise of “our shared enterprise...to make Harvard’s future even more remarkable than its past,” she said, “will mean recognizing and building on what we already do well. It will also mean recognizing what we don’t do as well as we should—and not being content until we find ways to do better.” Doing so, she said, involves creating more effective ways of working together, of removing barriers, and of overcoming habits “that lead us to identify ourselves as from one or the other ‘side of the river.’ Collaboration means more energy, more ideas, more wisdom; it also means investing beyond

one’s own particular interest or bailiwick. It means learning to live and to think within the context of the whole University.”

That, of course, has been the most difficult challenge in this notoriously autonomous place, a tradition-bound hothouse for cultivating new ideas. “[T]he character and meaning of universities for the twenty-first century,” Faust said on February 11, depend on “whether they can be supple enough, enterprising enough, ambitious enough to accomplish all that is expected of them—and no less important, whether they can do so while preserving their unique culture of inquiry and debate in a world that seems increasingly polarized into unassailable certainties.”

How would she encourage the change that many members of the community wish to embrace—as they legislate curriculum reforms, discuss more effective teaching, and reorganize to promote scientific research?

At Radcliffe, she responds, she immersed herself in the archives, rediscovering the institution’s roots and envisioning how to capture and fulfill its founders’ desires “in a way that’s appropriate for a new era.” More broadly, she explains, this suggests that “change often happens most easily if it can be shown to be embedded in long-held beliefs, values, traditions, rather than being just a total assault on everything everybody thought they were and wanted.

“So it seems to me that part of moving through change effectively is making it seem seamless, or as seamless as possible, with what has gone before—of identifying continuities that can serve as bridges over the chasm of differences, building understanding and transparency about purpose and shared commitments, and using those as the fuel of change. And then saying, ‘Hope you’ll come, too, but this is where we’re going.’ So it begins with persuasion and collaboration and building a case, but I think ultimately it becomes a gesture of decisive movement.”

Two days after her appointment as president-elect, Faust joined her Faculty of Arts and Sciences colleagues for a regularly scheduled faculty meeting—a familiar figure, toting her papers in her signature red Radcliffe canvas bag, now invested with new hopes and expectations. After an introduction by interim president Derek Bok, and a raucous ovation, FAS interim dean Jeremy R. Knowles welcomed her presence in the portrait-festooned faculty room in University Hall:

In saying how delighted we are in this faculty to have a new president, and most of all, to have *this* new president, let me echo Charles Eliot Norton, speaking about Radcliffe and its first president, the redoubtable Mrs. Agassiz—there they both are, gazing down upon us.

“She gives it,” he said, “by being herself, an impetus, a dignity, and an unwavering standard that it could not have without her.” Members of the faculty, let us welcome our new and unwavering standard: president-elect Drew Faust.



John S. Rosenberg is the editor of this magazine.



Le Professeur

From Vichy to Iraq with a widely cultured "citizen of Harvard"

IN VICHY FRANCE, there were few diversions; among them were Hollywood musicals and comedies, such as those starring Fred Astaire and Bing Crosby, which helped lift the spirits of French audiences. One great success was Frank Capra's *Mr. Smith Goes to Washington*, the story of a decent, average citizen who unexpectedly finds himself in the U.S. Senate, where he stubbornly persists in his ultimately victorious fight against a corrupt group in power. Although they controlled much of daily life, the German occupiers could not stop the French audiences from identifying with James Stewart as Mr. Smith. "They came to applaud," says Stanley Hoffmann, who as a young boy was among those applauding.

Now 78 years old, Hoffmann has been, since 1997, Buttenwieser University Professor; he ranks as one of the world's preeminent authorities on international relations, with specialties in French politics and history and American foreign policy. He has written 18 books and countless articles, including, since 1978, regular essays in the *New York Review of Books*. Having taught at Harvard since 1955, Hoffmann also founded what is now the University's Gunzburg Center for European Studies (where his recorded voice greets callers) and was among those who created the social-studies concentration in the College. "He probably holds the record for the greatest number of different courses taught in Harvard's Core curriculum," says Bass professor of government Michael Sandel, who has known Hoffmann for more than 30 years, taught a course on globalization with him, and calls him a "towering figure. Stanley has voracious intellectual interests and a range of knowledge of politics, history, and culture that is unrivaled in the academic world, as far as I know."

Rarely does a scholar's life show such an intimate connection between personal experiences and academic pursuits as Hoffmann's does. "It wasn't I who chose to study world politics," he wrote in a memoir published in a 1993 festschrift, *Ideas and Ideals: Essays on Politics in Honor of Stanley Hoffmann*. "World politics forced themselves on me at a very early age."

Born in Vienna in 1928, he grew up in the early 1930s in Nice, France, with his Austrian mother (his distant American father returned to the States and had scant contact with his son thereafter). "Nice was filled with foreigners," he recalls. "Russian émigrés, people from Central Europe who had retired to the Riviera." In 1936 Hoffmann *mère et fils* moved to Paris. "My mother thought the schools would be tougher there," Hoffmann says. "She was right. For me, it was like moving from paradise to purgatory: the sky was gray, there was no sea,

and Hitler was beginning to spread his wings." On May 10, 1940, acute appendicitis afflicted the boy just as the radio reported the German attack on Belgium, Holland, and France. "I was under the knife in between air raid sirens," he wrote.

Hoffmann was baptized at birth as a Protestant, but his anti-clerical mother's family fit the Nazi racial definition of Jews, and so the two of them, essentially stateless people, fled Paris. "My mother and I were two small dots in that incredible and mindless mass of ten million people clogging the roads of France," he wrote. They finally reached Lamalou-les-bains, a tiny spa in Languedoc—and then, as the school year began, they returned to Nice, by then part of Vichy France. Once they left Paris, "my fate had become inseparable from that of the French," Hoffmann wrote. "It wasn't simply the discovery of the way in which public affairs take over private lives, in which individual fates are blown around like leaves in a storm once History strikes, that had marked me forever. It was also a purely personal sense of solidarity with the other victims of History and Hitler with whom we had shared this primal experience of free fall."

In Nice, after the Germans occupied the city in September 1942, the Gestapo were around every corner. "It was three months of waiting for the bell to ring at 3 A.M.," he recalls. "Fear never left us." And the little family had almost no resources; Hoffmann's mother sold her jewels and borrowed from a friend, though in the empty markets there wasn't much to eat anyway. Although they remained without citizenship through the war, "I had one great advantage: I was a very good student," he says. "The French were willing to forgive anybody anything if one was a good student and spoke good French." But excursions to enjoy the music, films, and walks that the studious Hoffmann loved were made hazardous by the sudden *rafles*, police and Gestapo round-ups such as the one in which his only close friend, the French-born son of Hungarian Jewish *émigrés*, disappeared, with his mother, forever.

Carrying French documents that his history teacher had forged for them, Hoffmann and his mother returned to Lamalou-les-bains on a blacked-out night train. There, they found that 1,000 young German soldiers had encamped in the village of 800. The two groups didn't speak to each other, but there was no Gestapo, it was perfectly safe, and there was no more fear. The villagers somehow found places for them to stay, even if it meant frequent moves as the Germans kept occupying hotels. "There was a basic decency in those French people," he says, adding a quote from *The Plague* by

by Craig Lambert

Camus, "There is more in man to be admired than condemned."

Throughout their ordeal, the kindness and protectiveness of so many French countrymen and teachers made an indelible impression and stamped Hoffmann as irretrievably French. The voices of the Free French and General de Gaulle on the BBC helped sustain the hope "that kept one's soul from freezing," he wrote. But it was not until 1972, in a review of *The Sorrow and the Pity*, the Marcel Ophüls film on the Occupation, that Hoffmann spoke publicly of his wartime experiences; he ended the review by recalling the compassionate history teacher who had helped their flight from Nice: "He and his wife were not Resistance heroes, but if there is an average Frenchman, it was this man who was representative of his nation; for that, France and the French will always deserve our tribute, and have my love."

In 1944, the Lamalou-les-bains villagers flocked to see the first newsreels of the liberation of Paris. Hoffmann, who got his first look at the "tall and imper-turbable" de Gaulle, has never forgotten the exhilaration of that moment. The "euphoria of a national general will was palpable," he wrote, adding, "For the rest of my life, I was going to be stirred by the drama of peoples rising for their freedom, or breaking their chains, more deeply than by any other public emotion and by most private ones."

DESPITE his prodigious scholarly output, it is difficult to categorize Hoffmann's approach to international relations. "There is no 'school of Hoffmann'—he doesn't have doctrinal disciples," says Michael J. Smith '73, Ph.D. '82, Sorensen professor of political and social thought at the University of Virginia, who studied with Hoffmann and later co-taught a course with him. "Stanley has a horror of mimesis; he doesn't want you to ape what he thinks—his students are the polar opposite of 'dittoheads.' They aren't people who share a set of conclusions; they share a mode of inquiry, and come to their own conclusions using the best available arguments."

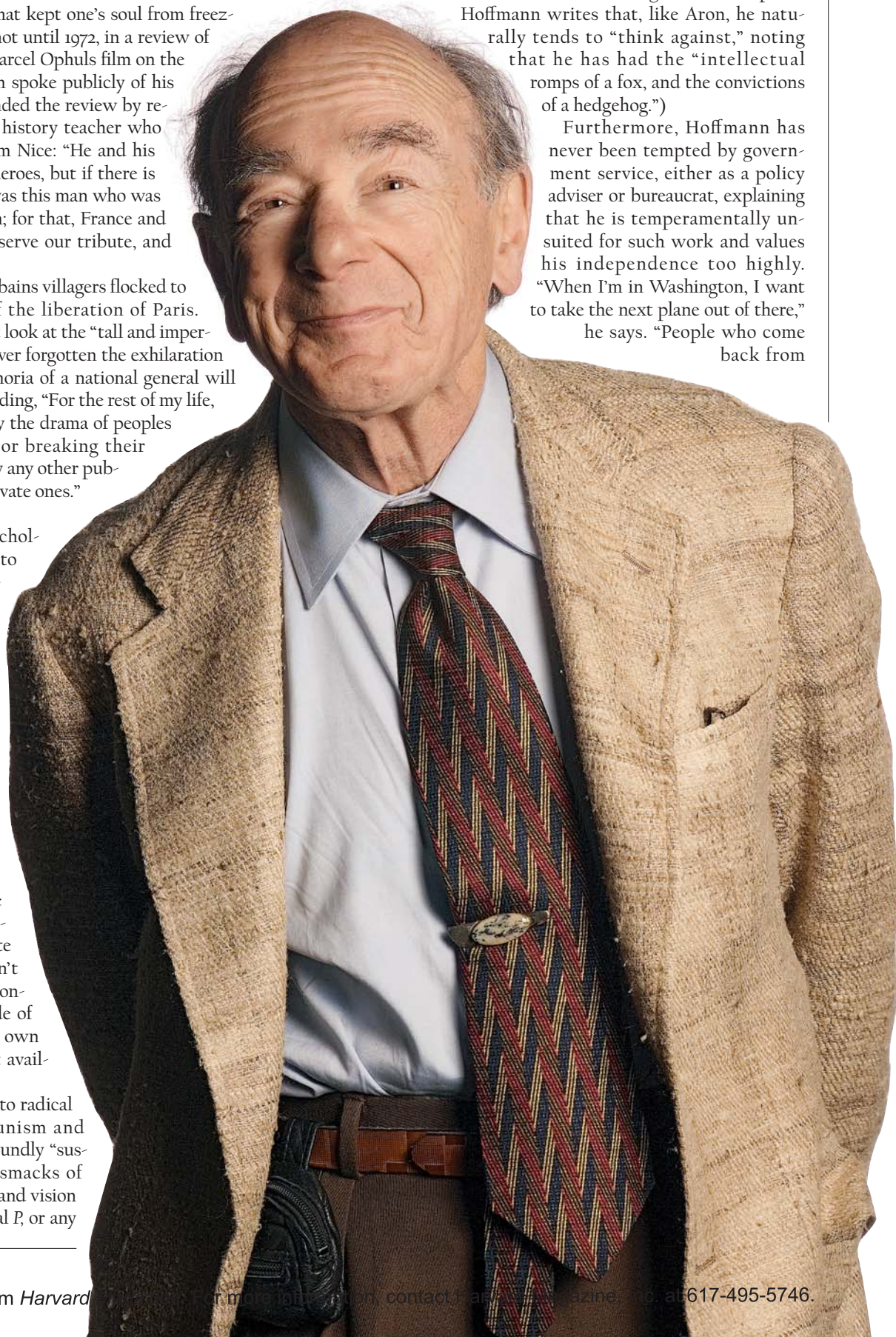
Hoffmann also is hostile to radical cures, allergic to communism and Marxism, and in fact profoundly "suspicious of anything that smacks of utopia and ideology, of a grand vision for the People with a capital P, or any

millennial movement," says his student Ellen Frost '66, Ph.D. '72, an international-relations scholar and former U.S. government official. (Hoffmann himself cites the French philosopher and political scientist Raymond Aron, a critic of French leftists, as a mentor, and calls him "a great anti-utopian.")

Hoffmann writes that, like Aron, he naturally tends to "think against," noting that he has had the "intellectual romps of a fox, and the convictions of a hedgehog.")

Furthermore, Hoffmann has never been tempted by government service, either as a policy adviser or bureaucrat, explaining that he is temperamentally unsuited for such work and values his independence too highly. "When I'm in Washington, I want to take the next plane out of there,"

he says. "People who come back from



this Washington world take a good time to become normal again.” He observes that he has remained “too French to be a convincing American policymaker,” adding, with characteristic wit, that his Harvard contemporaries Henry Kissinger ’50, Ph.D. ’54, and Zbigniew Brzezinski, Ph.D. ’53, didn’t have this problem. And unlike those two, “[M]y reaction to power is more dread than desire,” Hoffmann writes. “I study power so as to understand the enemy, not so as better to be able to exert it.”

Hoffmann’s analysis of American politics may be “more influential overseas than it is here,” says Louise Richardson, Ph.D. ’89, executive dean of the Radcliffe Institute, a former Hoffmann student who studies terrorism. “He is humanistic, and he brings history into the equation and focuses on the importance of individual leaders.” (De Gaulle is his personal hero.) This approach, which eschews the quantitative data and theoretical models now fashionable in international relations, nonetheless, in Hoffmann’s hands, produces astonishingly insightful analyses. “He has an old-fashioned approach to the study of politics that emphasizes history, diplomacy, and political philosophy,” says Sandel. “Some might accuse Stanley of being a dinosaur, but if that’s true, then more of us should aspire to be dinosaurs.”

“He’s been prescient—and right—on all the major issues of the postwar period,” says Smith. Hoffmann opposed the French war in Algeria and supported de Gaulle’s efforts to extricate the French from their colonial past there. In 1963, when John F.

Po”) in 1948 and received tenure at Harvard in 1959, only four years after joining the faculty. And in the life of the mind, powerful ideas often come from those who reside both inside and outside some discipline or community; they combine the fresh eyes of the outsider with the deep knowledge of a participant.

Hoffmann considers himself someone whose nature, choices, and fate have made him “marginal in almost every way.” Having spent his formative years in France, he has now lived in the United States for twice as long as he did there, and has been a citizen of both countries since 1960. His writings, while often critical of American foreign policy, also aim to support the United States in living with greater security and respect in the world. He often provides perspectives that are unavailable to those (there are many) who lack his worldliness and deep historical knowledge.

Take, for example, McGeorge Bundy, JF ’48, LL.D. ’61, a former dean of the Faculty of Arts and Sciences and an admired friend, who Hoffmann says “shared the belief of all who have been in the U.S. foreign policy establishment: that America could do practically anything it wanted, because of its combination of force and wisdom.” When Bundy, as national security adviser in the Kennedy administration, was helping to mount the Vietnam War, he had a correspondence with Hoffmann in which the latter questioned whether the United States could succeed in this venture, arguing in part from the French experience in the region. Bundy replied, “We are not the French—we are coming as

Americans “have to understand the foreignness of foreigners,

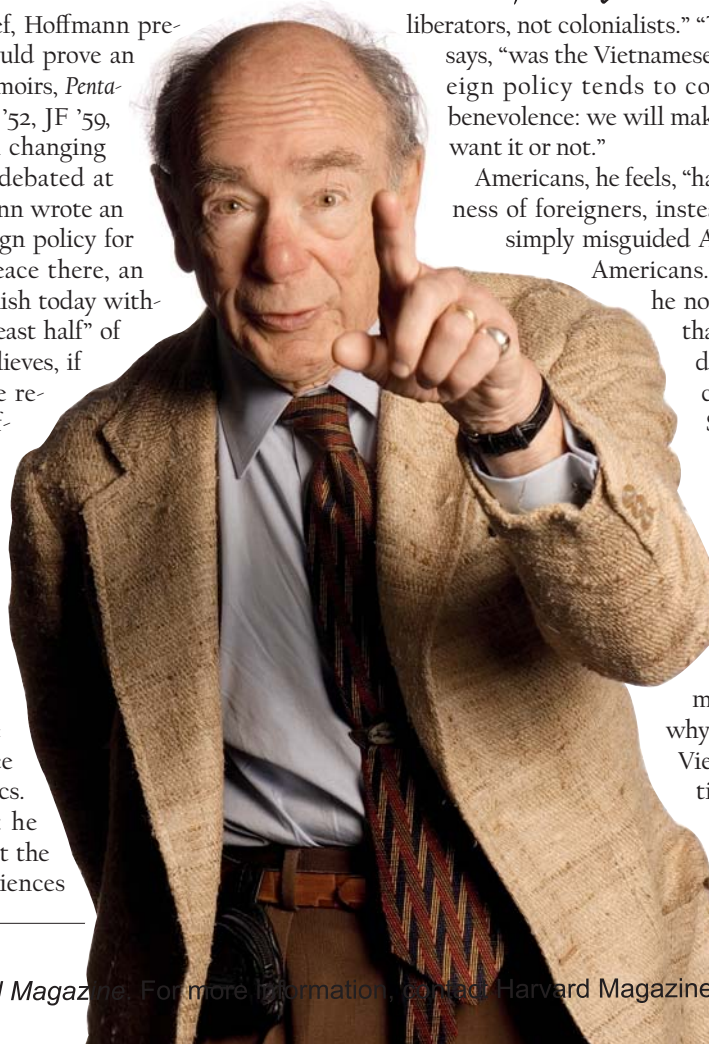
Kennedy was commander-in-chief, Hoffmann predicted that the Vietnam War would prove an exercise in futility (and in his memoirs, *Pentagon Papers* source Daniel Ellsberg ’52, JF ’59, Ph.D. ’63, credits Hoffmann with changing his mind on Vietnam—the two debated at Radcliffe in 1965). In 1975, Hoffmann wrote an article recommending a new foreign policy for Israel to advance the cause of peace there, an essay that he says he could republish today without changing a single word (“At least half” of terrorism would disappear, he believes, if the Israel/Palestine conflict were resolved). And in March 2003, Hoffmann wrote an essay in the *Boston Globe* on the eve of the invasion of Iraq; all of its gloomy predictions have since come true. In 2004 he advocated a phased military withdrawal from Iraq, an idea that seemed *outré* at the time but that has since been backed by a majority in Congress.

Experience and learning have combined in Hoffmann to produce a singular outlook on world politics. Start with a brilliant intellect: he graduated at the top of his class at the Institut d’Études Politiques (“Sciences

liberators, not colonialists.” “The only problem,” Hoffmann says, “was the Vietnamese.” He adds that American foreign policy tends to commit “the sin of excessive benevolence: we will make people happy whether they want it or not.”

Americans, he feels, “have to understand the foreignness of foreigners, instead of believing that they are simply misguided Americans or not well-guided

Americans.” Even Zbigniew Brzezinski, he notes, “still has this conception that the United States can make decisions for everybody.” Recently, at a Faculty of Arts and Sciences meeting on general education, a young economist rose to declare that people everywhere are pretty much the same and want the same things, so the one course that all undergraduates ought to take is economics. “I exploded,” Hoffmann recalls, “and said, ‘This is why we have been so successful in Vietnam and Iraq.’ The assumption that ‘people everywhere are all alike’ is something you have to get out of your system. In old age, I am



more and more convinced that people are intensely different from country to country. Not everyone is motivated by the same things.

"Americans mean well, but they don't understand that acting with all one's might to do good can be seen as a form of imperialism," Hoffmann continues. "Within 10 minutes, these good intentions can turn into a benevolent condescending attitude toward the lesser tribes."

In one of his early books on U.S. foreign policy, *Gulliver's Troubles* (1968), Hoffmann deploys the metaphor of a giant besieged by tiny adversaries who nonetheless fetter him effectively. An apt analogy to the United States's predicament 40 years ago, it appears nearly oracular today, when there is daily proof that, as Hoffmann says, "Populations with even a small number of rebels can make large armies ineffective." (His 2004 sequel with Frédéric Bozo, *Gulliver Unbound: America's Imperial Temptation and the War in Iraq*, argues that the United States blunders into snares when it lumbers forward, heedless of foreign nations' histories and indigenous sentiments.) "The people surrounding Paul Bremer [M.B.A. '66, head of the provisional authority governing Iraq in 2003-04] had never been in the Mideast and knew nothing of the region," Hoffmann says.

The years since 2001 "have shown the absolute fiasco of unilateralism," he declares. "We make reality, but if we make it alone, it will boomerang." The United States seemingly needs to relearn expensive lessons it has already paid for, and forgets things it

instead of believing that they are simply misguided Americans."

used to know. "In 1945 and in the immediate postwar period, the United States did respect, within limits, what Europeans wanted," Hoffmann explains. "We had an enemy, the Soviet Union, which was repressing its satellites, and we had to do better than that. But remove the Soviet Union, and we tried to tell the world what to do—it doesn't work. And it only got worse with the rise of the neocons.

"The French, for example, get terribly annoyed when Americans and conservative British tell them that France has to cut down on social security and work longer hours," he continues. "The French know enough about America to know that there are aspects of American life that they don't want—overwork, short vacations, and rather poor social and public services, for example." Not long ago, during a taxi ride to Boston's Logan Airport (Hoffmann was about to fly to Holland), the driver asked how the Dutch were doing. "They are doing fine," Hoffmann replied. "They are at least as prosperous as we are, maybe even more so." The driver said, "But that's not possible! We are the most prosperous country in the world!"

With his dual citizenship, writing in both French and English (he sometimes translates himself), and with strong sympathies toward both nations, Hoffmann is ideally equipped to explain France to Americans and Americans to France. His full-year course, "Political Doctrines and Society: Modern France," which he taught for more than three decades beginning in 1957 and into which, he has written, "I poured everything I knew and thought about France, and out of which came most of what I have written on her," he calls the achievement of which he is most proud, because there was nothing like it. "I was, I am, French intellectu-

ally," he wrote. "My sensibility is largely French—I like the frequent obliqueness, indirection, understatement and *pudeur* [modesty] of French feelings. But in my social being, there is something that rebels against the French harness, style of authority, and of human relations."

Historical perspectives inform Hoffmann's explanations of modern France. World War I, for example, was fought in France and the Low Countries—not in England or the United States. In the war, France lost 1.4 million soldiers out of a national population of 40 million; an equivalent loss for the United States today would be 10.5 million troops—nearly 3,000 times the current U.S. military death toll in Iraq. "France had a very, very rocky time after World War I," Hoffmann explains. "Many came back mutilated, there was general exhaustion, and most people were turning pacifist because they didn't want another war. In World War II they lost 'only' 600,000. But the period after World War II was one of extraordinary creativity in France; they came out of that war less exhausted and with a growing birth rate and much more vitality."

That postwar vitality energized the young Hoffmann, who as a 16-year-old recharged his energies by spending the summer of 1945 lounging on the benches of the Bois de Boulogne, absorbed in the novels of André Malraux. ("If anybody ever gave me the impression of a genius, it was Malraux," Hoffmann says, recalling a 1972 meeting he and his wife Inge [Schneier] Hoffmann had with the writer. "You cannot reproduce a conversation with

Malraux; he started at 20,000 feet, there was no small talk. He was utterly charming, witty, sardonic.") Hoffmann became a naturalized French citizen in 1947, enrolled in doctoral studies in law, and went to the Salzburg Seminar in American studies in the summer of 1950, deepening his fascination with the United States.

In 1951 he came to study in Harvard's government department, receiving an A.M. in 1952. He then returned to France for army service ("sheer boredom"), and when he wrote to Harvard to say he wouldn't mind returning, the department surprised him by offering, not the chance to write a Ph.D. thesis, but an instructorship. His "rather monstrous" law thesis, published in 1954, sufficed as a credential.

When he came to Cambridge to stay in 1955, Hoffmann decided, "This was a wonderful place. I felt I could live here and remain French. It was a cosmopolitan place in which one could function without anyone wondering where your passport was issued." He smiles, adding, "I am French, and a citizen of Harvard."

HOFFMANN IS A PROFESSOR in the grand classical sense, a man of wide learning rather than a discipline-bound specialist. "He's a profoundly cultured man," says Ellen Frost. *New York Times* columnist Thomas Friedman, who, as a visiting lecturer in the government department in 2000, taught a course on globalization with Hoffmann and Sandel, says, "What I like about Stanley's writings in the *New York Review of Books* is that he doesn't engage in these crazy numerical or quantitative analyses of international relations. You live it and breathe it when you listen to him, because it's really textured by deep knowledge of history,

philosophy, sociology—he weaves all the strands together.”

Albert Camus had a major influence on Hoffmann, who this spring gave a new course (in French) on the writer. “His existentialism is the philosophy to which I feel the closest,” he says. He met Camus only once, when the latter was giving a talk to American students in Paris. “He was irresistible,” Hoffmann recalls. “Very charming. He looked like a handsomer version of Humphrey Bogart. Camus’ influence on society and culture was a much greater one [than Sartre’s], because he was much more readable—he wrote unbelievably beautiful French.”

The myth of Sisyphus, which Camus used as a touchstone for an eponymous 1942 essay, also informs Hoffmann’s philosophy. “There are two main ideas I take from Camus,” he says. “One, that there is no such thing as linear progress: the rock has a tendency to roll back down the hill again, and nothing is ever finally accomplished. Second, one has to keep trying anyhow; that the rock will roll down again shouldn’t prevent you from trying to push it back up.” Hoffmann typically closed the last lecture of his course on ethics and international relations (which he first offered in 1980 with Michael Smith, and will give again with J. Bryan Hehir, Montgomery professor of practice of religion and public life, next spring) by reading the two final paragraphs of *The Plague*, where Camus explains that after the end of the plague, “the rats will return to the city.” The victories won for humanity are always provisional ones.

“For the French, leadership is pedagogy: the capacity to explain the

His mentor Raymond Aron declared that “Anyone who believes that all good things will come together at the same time is a fool,” Hoffmann says. “My quarrel with Thomas Friedman is that he believes that thanks to globalization, individual liberty, democracy, prosperity, and peace will all arrive together. That requires a breathtaking optimism or naïveté, and also explains his initial enthusiasm for the invasion of Iraq. Friedman is not an imperialist, but he does have this conviction that America has this formula for the world that will be good for everybody.”

Hoffmann finds the contemporary international situation grim and much of current U.S. foreign policy both benighted and disheartening. “One reason I haven’t been teaching international relations this year is I find it so discouraging, I can’t face it,” he confides. “If someone told me that after the end of the Cold War, one would hear about nothing but terrorism, suicide bombings, displaced people, and genocides, I would not have believed it.”

TWENTY-SEVEN STUDENTS and auditors, ranging in age from undergraduates to some in their 60s and 70s, sit at their places in Sever this spring for French 190, Hoffmann’s course on Camus. In front of the room, their professor is eloquent, graceful, and gently humorous; when a student opens the window shades, he quotes Goethe’s dying words, “*Mehr Licht!*” [“More light!”] Hoffmann’s lectures “are finished works in themselves,” says Louise Richardson, noting that Harvard faculty often sit in the back, auditing the artful presentations. “How many international relations scholars will you find teaching Camus?” asks Thomas Friedman. “They don’t make them like Stanley anymore.”

Hoffmann once asked Richardson, who has studied the 1956 Suez crisis in depth, to suggest some relevant readings because

he was preparing a lecture that dealt with it. “I recommended five books,” she recalls. “And he read all five!—even though the Suez crisis was only a small piece of the lecture. Stanley takes scholarship and teaching very seriously. He reads an extraordinary amount.”

In true European style, he is also happy to ask his students to do the same, and compiled impressively long reading lists for full-year courses like “War,” which had three lectures per week, plus a section. *War and Peace* could be the assigned text for just one of those lectures. When asked if that was unreasonable, and if an excerpt from Tolstoy’s *magnum opus* might not suffice, Hoffmann asked, “Which part of *War and Peace* summarizes the themes?”

Ellen Frost had Hoffmann for her junior tutorial in social studies. “He was brilliant, and because I was young, that was intimidating,” she recalls. “But he was also very caring. He saw through any kind of pretension, hypocrisy, or bluff, and has a deliciously wicked sense of humor, tinged with paradox. Humor permeates him.” Hoffmann once observed that, “What the classical economists called ‘harmony of interest through accumulation of goods,’ Rousseau summed up in one word: ‘greed.’” Discussing Woodrow Wilson’s Fourteen Points, he might casually quote Clemenceau to the effect that “Even God didn’t need 14 points.”

Michael Smith describes Hoffmann’s teaching style as “rigorous presentation of competing points of view at their most persuasive, followed by a devastating critique, followed by his own

take on the issue. There are two ways of teaching: provide a suit straight off the rack, so to speak, or plant seeds and let them grow. Stanley plants seeds; he allows you to develop your own arguments.” Smith adds that “one of Stanley’s signal virtues as a teacher is that he treats everyone as an intellectual equal. You can be a freshman or a head of state and you’ll get exactly the same Stanley: he doesn’t dumb anything down and he doesn’t flatter you for the sake of your position. There’s not an ounce of condescension in him.” (Right after earning her doctorate, Frost wrote her mentor a long letter about her first job, working in the U.S. Senate. “Back came the loveliest handwritten letter,” she recalls. “It said, ‘Dear Ellen, Please call me Stanley, unless you want me to call you Dr. Frost.’”)

During the Harvard student protests in the spring of 1969, Hoffmann led teach-ins on Vietnam and became something of a hero to undergraduates. “Some of the students’ grievances were perfectly understandable, and the decision to call the police was an unbelievable mistake. [President Nathan] Pusey said that the confrontation had nothing to do with politics, that this was a problem of ‘manners.’ On the right, some conservatives in several departments were on a rampage. At the first faculty meeting after the University Hall occupation, [economic historian] Alexander Gerschenkron explained that the students were exactly like the Bolsheviks in Russia, and that there was only one thing you could do with such students: ‘Beat them! Beat them! Beat them!’”

At the same time, Hoffmann didn’t countenance the left-wing students’ ambition to shut down the University, and felt it was important “to prevent the ‘ultras’ [extremists] from taking over. I was really concerned with trying to keep it together,” he recalls. “Stanley is passionately committed to open debate and free intellectual

exchange,” Frost explains. “To him, that is the soul of a university.” That, and of course, its students. “What mattered [in 1969] was that one listened to what the students had to say,” Hoffmann says, “because students were what the University was about.”

Hoffmann listens carefully to his own students, who frequently end as colleagues and friends. “I’ve been a teacher first, and a writer second,” he says, notwithstanding his 18 books. “I like writing, but it’s a lonely job and I am happier in front of a classroom than a blank page. I need the input and the stimulation that the students provide. They are fun. I am not ready to give up yet—or rather, I *am* ready, each time I am away from my students. But when I am with them, I want to go on forever.”

A TRADITIONAL DEBATE among international-relations scholars pits “realists,” who believe that national self-interests and power considerations ought to guide decisions, against “cosmopolitans,” who emphasize universal values like human rights over national self-interest. Hoffmann, a complex and subtle thinker, does not fit easily into either camp. “I’ve always considered Stanley a liberal realist,” says Sultan of Oman professor of international relations and former dean of the Kennedy School of Government Joseph Nye, a Hoffmann student. “He has always understood both dimensions.”

Like Camus, Hoffmann has a passion for human rights, broadly conceived, and a powerful ethical sense. Ellen Frost

tion to the post-Cold War era. “Without gloating, he handled the Soviet breakup, the reunification of Germany, even the Gulf War very well,” Hoffmann says.

In his estimate, the greatest statesman of his lifetime was Charles de Gaulle. “There is no exact equivalent for the word ‘leadership’ in French,” Hoffmann says. “I recently reread de Gaulle’s speeches and marveled at the eloquence of his style, the pedagogical talent he had—he was the son of a schoolteacher. For the French, leadership means pedagogy: the capacity to explain the world, and to make people feel that the leadership takes them seriously. We haven’t had a real teacher since de Gaulle, and that has produced a funk in France. One component of leadership is making people feel that they are intelligent, that they understand. It’s something that has been missing in both France and America for a long time. People want to be enlightened. If you don’t do that, if it is all electoral tricks, or canned speeches, then there is going to be nothing but contempt and distrust of the people in power.”

Similarly, “In the old days, international relations was understood by average people, and today it is not,” Hoffmann declares. “Jargon has invaded everything and the relationship of theories to reality has faded. There are all these wonderful equations, but how are they affected by a real-world phenomenon like death? When I came to Harvard, American foreign policy was near the top of the hierarchy of subjects taught here. Today, there is no tenured government professor teaching American foreign policy.

world. It’s been missing in both France and America for a long time.”

contrasts the pragmatism of the realist Henry Kissinger with Hoffmann’s cosmopolitanism.

“Kissinger feels that the American public accepts foreign-policy initiatives only if they are tied to some ethical rationale,” she says. “Stanley has a different approach: he thinks foreign policy should be infused with universal ethical principles.” Smith notes that Hoffmann “was influential in bringing the study of norms and ethics to mainstream international relations. It had been marginalized.”

“As an academic, I have had one thread to guide me in my divagations: concern for world order,” Hoffmann writes. He defines world order as including how states arrange their relations to prevent a permanent state of war, and how they orient themselves in the postwar international system. That said, he is not a pacifist, and if he generally favors international cooperation, it is not so much for moral reasons as because, as Frost explains, “Things are more likely to work if you have other countries helping out.”

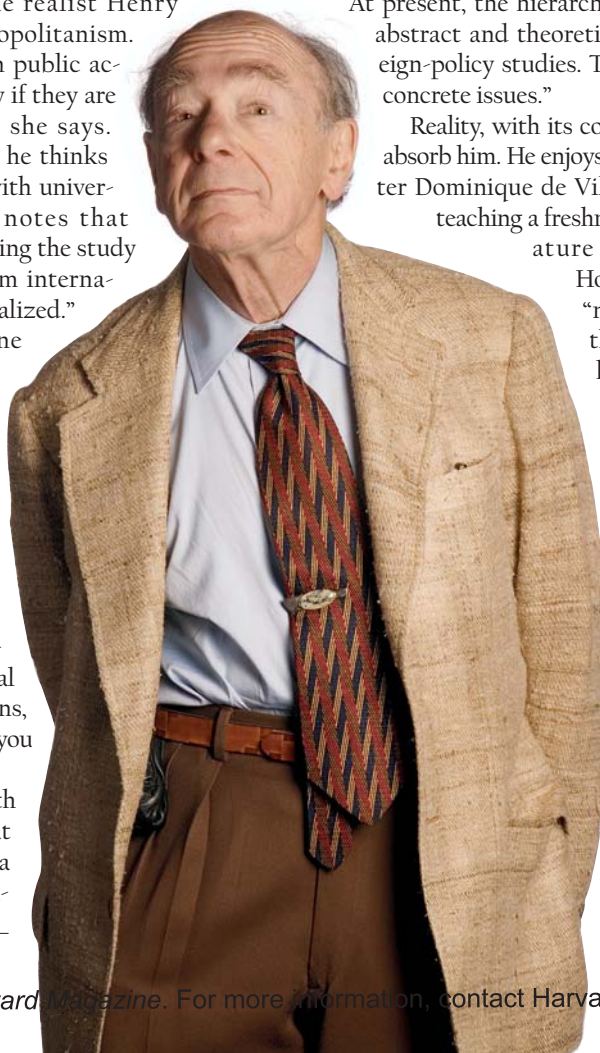
Though Hoffmann disagreed with his domestic policies, he feels that President George H.W. Bush did a “masterful” job managing the transi-

At present, the hierarchy of prestige values everything that is abstract and theoretical, and you cannot do that with foreign-policy studies. They have to be concrete and deal with concrete issues.”

Reality, with its complexities and paradoxes, continues to absorb him. He enjoys welcoming former French prime minister Dominique de Villepin to Harvard as much as he does teaching a freshman seminar on “Moral Choices in Literature and Politics.”

The best word for Hoffmann’s thinking and writing might be “nuanced,” reflecting his deep reading of the facts, including those that seem to have escaped everyone else’s attention. His goal is always to understand, and, on a good day, perhaps exert a bit of influence as well, but never to reach fixed conclusions. In Hoffmann’s festschrift, the late Judith Shklar, former Cowles professor of government and Hoffmann’s close friend, summed up the pleasures of teaching and learning with him. Her essay tried, she said, to give an idea of “what it was like to have gone on a long intellectual journey with him that contemplates no arrival, but only the pleasures of the open road.” ▢

Craig A. Lambert ’69, Ph.D. ’78, is deputy editor of this magazine.





V I T A

Frederick Law Olmsted

Brief life of the first landscape psychoarchitect: 1822-1903

by MICHAEL SPERBER

BETWEEN 1857 and 1950, Frederick Law Olmsted, A.M. 1864, LL.D. '93, and the firm he founded shaped many of our nation's notable open spaces, ranging from New York City's Central Park, the Niagara Falls Reservation, and the U.S. Capitol grounds to the Berkeley and Stanford campuses and the landscaping of Harvard-affiliated McLean Hospital (he chose its site, in Belmont, Massachusetts, in 1872, and returned there, as a patient, in old age). Yet Olmsted experienced a prolonged vocational identity crisis. He was a businessman, a scientific farmer, a merchant seaman, an anti-slavery writer, a newspaper and magazine correspondent (he co-founded the *Nation*): as he wrote, "a loitering, self-indulgent, dilettante sort of man." Two fortuitous events helped clarify his life's work, which became clear to him only at the age of 35.

The first occurred in Liverpool, England, in 1850. Olmsted was savoring the fare in a bakery when the proprietor suggested a visit to the nearby Birkenhead Public Park. Joseph Paxton, the future architect of London's Crystal Palace, had transformed 120 acres of flat, clay farmland by digging a lake and using the excavated earth to create hills, meadows, shady glens, overgrown hillocks, and footpaths that meandered through clumps of leafy trees. The results captivated Olmsted: "It reached a perfection I had never before dreamed of." In an article for the *Horticulturist*, he detailed the underground drainage system that fed water to the lake, noted the artful composition of the winding paths, and bemoaned the absence of comparable parks in his native United States. This text, in which he discussed the impact of landscape architecture on the human psyche—"a feeling of relief from the cramped, confined, and controlling circumstances of the street and the town"—was Olmsted's earliest published psychoarchitectural statement.

Six years later, in a New Haven resort, Olmsted met one of the commissioners planning Central Park and learned that the post of construction superintendent was open. Realizing that he could incorporate Paxton's principles into the plan, he applied and was chosen for the job, partly because of his *Horticulturist* article.

His success in this, his first major public work, left him overjoyed that he had found his calling. "If a fairy had shaped it for me," he wrote, "it could not have fitted me better. It was normal, ordinary, and naturally outgrowing from my previous life history."

That prior history, we now know, was trauma-ridden. Indeed, it seems possible that both his prolonged search for fulfilling work and his ultimate vocation stemmed from an accumulation of tragedies. The primary shock was his mother's fatal overdose of laudanum after a prolonged postpartum depression. Olmsted described the experience in an undated fragment:

When I was three years old I chanced to stray into a room

at the crisis of a tragedy therein occurring, and turned and fled from it screaming....It was long before I could be soothed and those nearby said to one another that I would never forget what I had seen.

Evidence suggests that he developed severe posttraumatic stress disorder, a condition reinforced 14 months later when his father married a woman who largely banished the boy from home. Relegated to the care of a succession of teachers and rural clergymen, Olmsted endured further traumas. When he was seven, a teacher whose clothes caught fire burned to death. When he was 10, a stepsister died from measles. Between the ages of nine and 14, he boarded with a pastor who physically abused his pupils.

For escape, Olmsted frequented the woods.

My mother died while I was so young that I have but a tradition of memory rather than the faintest recollection of her. While I was a small school boy, if I was asked if I remembered her, I could say 'Yes; I remember playing in the grass and looking up at her while she sat sewing under a tree....' [I]t has always been a delight to me to see a woman sitting under a tree, sewing and minding a child.

It is not far-fetched to suppose that Olmsted came into his calling because he sought with every fiber of his being to realize that vision. By introducing nature to the urban scene, he offered respite from the pathogenic influences of city life, "the symptoms of which," he wrote, "are nervous tension, over-anxiety, hasteful disposition, impatience, [and] irritability." Such symptoms could be reversed through exposure to pleasing rural scenery: "It is thus, in medical phrase, a prophylactic and therapeutic agent of value...."

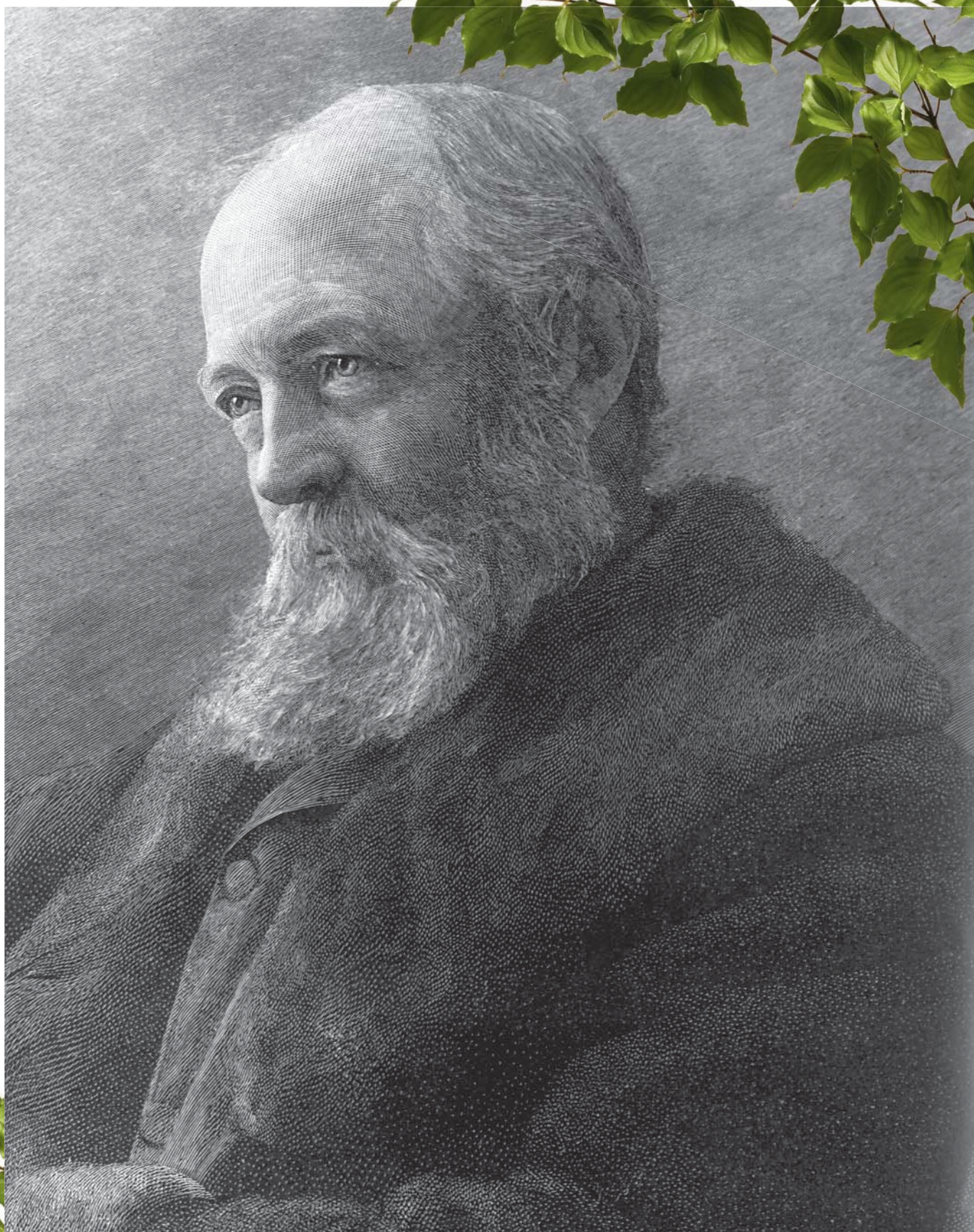
In a tragic irony, Olmsted had to be hospitalized, at McLean, for the last five years of his life. His medical record is sealed, but whatever the problem, it undoubtedly exacerbated the earlier posttraumatic stress disorder. He was alert enough, nevertheless, to note that certain of his concepts had been disregarded in the hospital-grounds construction: he complained to a family member, "They didn't follow my plan, confound them!"

If the art of living is the ability to use life's inevitable adversities constructively, it could be said that many of us are the beneficiaries of Olmsted's landscape-psychoarchitectural artistry. ▢

Michael Sperber, M.D., trained in psychiatry at Harvard Medical School and is a consultant to McLean Hospital's Neuropsychiatry-Behavioral Neurology Service. The text is adapted from his forthcoming book, *Dostoyevsky's Stalker: Essays on Psychopathology and the Arts* (Provincetown Arts Press, 2008).

Opposite: Frederick Law Olmsted in 1893

OLUMSTED © CORBIS, T. JOHNSON, ENGRAVER; FROM A PHOTOGRAPH BY JAMES NOTMAN; TREE BRANCH PHOTOGRAPH BY STU ROSNER



Debtor Nation

The rising risks of the American Dream, on a borrowed

CONSUMERISM is as American as cherry pie. Plasma TVs, iPods, granite countertops: you name it, we'll buy it. To finance the national pastime, Americans have been borrowing from abroad on an increasingly stunning scale. In 2006, the infusion of foreign cash required to close the gap between American incomes and consumption reached nearly 7 percent of gross domestic product (GDP), leaving the United States with a deficit in its current account (an annual measure of capital flows to and from the rest of the world) of more than \$850 billion. In other words, the quantity of goods and services that Americans consumed last year in excess of what we produced was close to the entire annual output of Brazil. "Brazil is the tenth largest economy on the planet," points out Laura Alfaro, an associate professor of business administration who teaches a class on the current account deficit at Harvard Business School (HBS). "That is what the U.S. is eating up every year—a Brazil or a Mexico."

Whether this practice is sustainable—and if not, how it might end—are questions that divide scholars and investors alike. We have borrowed so much from abroad—between half a trillion and a trillion dollars a year for the past six or seven years—that in 2006, our investment balance with the rest of the world (what we pay foreign investors on their U.S. assets versus their payments to us on our investments abroad, historically nearly equal) tipped to become an outflow for the first time in more than 50 years. We are a debtor nation swiftly heading deeper into debt.

The global imbalances created by this dynamic of American borrowing and foreign lending appear stable for now, but if they slip suddenly, that could pose serious dangers for middle- and working-class Americans through soaring interest rates, a crash in the housing market, and sharply higher prices for anything no longer made domestically. Harvard economists and political scientists see possible threats to globalization (the opening of markets and trade that has made the economy a world phenomenon): the risk of rising protectionism; the potential for a world recession if market forces unwind the imbalances too quickly; and even the possibility that political considerations could trump shared economic interests, causing nations to use their international financial positions as weapons.

That last idea—that nations can wield power through their accumulation of currency reserves—is rooted in our own history.



by
**Jonathan
Shaw**

When President Dwight D. Eisenhower learned in 1956 that Britain, in collusion with France and Israel, had invaded Egypt without U.S. knowledge, he was infuriated. "Many people remember Suez," notes Jeffrey Frankel, Harpel professor of capital formation and growth at the Kennedy School of Government (KSG), but few recall "the specific way that Eisenhower forced the British to back down." He directed the Federal Reserve to orchestrate a run on the pound, and blocked the International Monetary Fund (IMF) from stabilizing the currency. With sterling on the verge of collapse, says Frankel, "Eisenhower told them, 'We are not going to bail out the pound unless you pull out of Suez.'" Facing bankruptcy, the British withdrew. This incident, notes Frankel, "marked the end of Great Britain's ability to conduct an independent foreign policy."

Putting international politics aside for a moment, "When a country gets a capital inflow [such as the United States has now], generally speaking things are pretty good," observes Jeffrey Frieden, Stanfield professor of international peace. "It allows you to invest more than you save, and consume more than you produce. There is nothing necessarily wrong with that," he notes. Firms do it all the time, and so do households. They borrow on the expectation that they will be more productive and better able to pay the money back in the future. The United States, for example, was "the world's biggest debtor for a hundred years," Frieden notes, "but the money was used to build the railroads and the canals and the factories and to improve the ports and to build our cities. It was used productively, and it worked. The question to ask now is not, 'Is the country living beyond its means?' The question is, 'Is the money going to increase the productive capacity of the economy?' Because if it just goes to getting everybody another iPod," he warns, "then unless iPods make people more productive, there is going to be trouble down the road when the debt has to be serviced."

Trouble struck Mexico in 1995, Thailand, Malaysia, and other countries in 1997, and Argentina in 2001, after those countries borrowed vast sums in the international marketplace. Argentina before the crash had been a model developing nation and a darling of the IMF, closely following the fund's economic prescription for integration into the global system of finance and trade. But even the IMF could not save the country from the destabilizing effects of international capital flows. When global investors realized that Argentina's debt load was unsustainable,



they sold their assets, called in their loans, and exited the country. Overnight the Argentine peso plummeted in value against the dollar, the currency in which debt had been issued, and staggering obligations suddenly became unpayable. Argentines who had financed their mortgages in dollars lost their homes. There was a run on the banks, and the government imposed a limit on cash withdrawals. In a country abounding with wheatfields and cattle ranches, starving people began raiding garbage bags in wealthy neighborhoods.

Paul Blustein, a financial reporter for the *Washington Post* who wrote *And the Money Kept Rolling In (and Out)*, describes a vivid scene after the crash when a truck carrying Angus steers overturned on a highway: a crowd of machete-wielding shantytown residents slaughtered and butchered them, fighting each other for the bloody chunks of meat. He recounts stories of middle-class families riding a government-provided train into Buenos Aires each night to pick through garbage, searching for bottles, cardboard, and newspapers—anything that could be sold for recycling. This—in a country that had been prosperous, with no inflation and 6 percent annual economic growth.

Despite the differences between Argentina's borrowing and our own (especially the fact that we borrow in our own currency, eliminating exchange-rate risk), Blustein finds unsettling "the manner in which the flow of foreign capital into the United States has rendered its policymakers complacent about the nation's budget and trade deficits...." Official assurances "that foreigners will continue to provide the funding the United States needs as long as the country remains a good place to invest bear eerie similarities," he writes, "to the logic employed by Argentine policymakers."

Drowning in Liquidity?

MONEY FLOWING INTO the United States injects purchasing power into the economy unevenly—it affects certain sectors, such as housing, more than others. "Assume the world is divided into things that are tradable and things that are not," says Jeffrey Frieden. Hard goods, clothing, and most foods are tradable: they are transported easily across borders and are there-

fore subject to international competition. Haircuts, housing, medical care, restaurant food, and public transportation, on the other hand, are consumed where they are produced. Because these kinds of goods and services can't be exported or imported, they are considered non-tradable. When foreigners are buying our currency, the dollar appreciates, making international goods relatively inexpensive. That leaves consumers with even more money to spend on non-tradables, such as housing and land. And because housing and land are not subject to foreign competition, their price goes up. Relative price indices from 1980 to 1985, a period characterized by large capital inflows resulting from the huge Reagan-era federal deficits, show that the price of industrial commodities, finished goods, and motor vehicles rose between 18 and 28 percent, but the price of non-tradables rose two to three times faster. "Relative price trends over the last seven years show a similar phenomenon," Frieden reports.

"It drives me crazy," he adds, "when I read in *Business Week* or the *Wall Street Journal* all the idiosyncratic reasons that people come up with to explain why the cost of housing has been going up. The reason is because the dollar has been rising" as capital has flowed into the country and kept interest rates down.

"Rising housing prices have a substantial follow-on effect," Frieden explains, "when middle-class Americans, whose principal asset is their home, realize that their wealth has increased and they can therefore increase consumption." This is not just a psychological thing, he points out. Houses increased in value, so people borrowed more, stopped saving as much, and cashed out the equity in their homes when they refinanced. When a house that cost \$200,000 in 1999 swelled in value to \$450,000 in 2005, lenders extended credit of up to 100 percent of the equity in that home. The sums involved are enormous. In a 2006 article in *Foreign Affairs*, Baker professor of economics Martin Feldstein wrote that "the increase in consumer spending as a result of increased wealth has been reinforced by the process of mortgage refinancing.... In the past five years, the value of U.S. home mortgage debt has increased by nearly \$3 trillion. In 2004 alone, it increased by almost \$1 trillion. Net mortgage borrowing not used for the purchase of

new homes that year amounted to nearly \$600 billion, or almost 7 percent of disposable personal income." Says Frieden, "Rising home prices have led to feelings of well-being and an expansion of consumer credit, and, therefore, consumption." So have rising equities, as people have watched their retirement portfolios double in value and concluded that they don't need to save as much.

The Loser's Perspective

BUT MOMENTARY FEELINGS of well-being are not the whole story. Virtually any economist will tell you that globalization is good, but that it creates winners and losers. The benefits of global trade accrue from what economists call "comparative advantage," the theory that a country gains from spe-



cializing in production activities at which it is relatively better (even if it is not the absolute best at producing anything). All of the countries that do this are better off than they would be without international trade. But even though it is possible to prove mathematically that this is true for nations, it is not true for every group of people within nations. These, Frieden says, are globalization's losers: firms that will be driven out of business; workers whose wages will go down or whose jobs will be displaced by foreign competition; mortgage holders who will be foreclosed upon by foreigners; corporations that will be

bought by foreigners and, like Chrysler, discarded. When a country runs a large current-account deficit, as the United States does now, foreign manufacturers and holders of dollar debt come into focus as their factories supply American stores and their financiers buy more iconic American assets.

"Part of the reason people are spending beyond their means," says Rawi Abdelal, an associate professor of business administration at HBS, "is because they are—in a way—witnessing the end of the American dream." Between 2000 and 2005, even as the U.S. economy grew 14 percent in real terms, and worker productivity increased a remarkable 16.6 percent, workers' average hourly wages were stagnant. The median family income fell 2.9 percent.

Though these trends—which signal rising income inequality—concern economists, few people are complaining at the moment. "When money is flowing into an economy," as it is into the United States now, "people feel pretty good about the way things are going," notes Frieden. Homeowners can easily establish home-equity lines of credit that, for the time being, let them use their residences like an ATM. Some people have refinanced their mortgages three or four times to buy cars, swimming pools, and other luxuries. "It seems like we are borrowing to have a party," says Abdelal. Brazil, Mexico, Argentina, Taiwan, Korea, Indonesia—all these developing countries have gone through this stage, says Frieden, and no one really complained about the borrowing while it was happening because it was making more capital available for investment and consumption.

"But if you borrow," says Abdelal, "you have to have a theory about why it is sensible. It is not obvious that the U.S. government has a theory about why it is sensible to borrow, and I feel very nervous that the American public does not have a good theory about why they are borrowing so much money, ei-



Jeffrey Frankel

ther. We are not taking all this money and investing it."

Less than 30 years ago, the interest rate on home mortgages ran to 13 percent or more. Inflation was in the double digits, and the prime rate that credit cards use to set interest charges rose above 15 percent. If that happened again, investment would plummet and there could be huge social costs. Says Frieden, "It is one thing to say there was a big decline in the price of mansions in Silicon Valley, but if a million middle- and working-class families are forced out of their homes, that is a real social cost. What will happen to our relationship with the rest of the world when the constraints start to bind?" he asks. "What will happen when they go from allowing us to run these deficits to forcing us to tighten our belts?"

A resurgence of protectionism is one concern. Says Abdelal, "I think the public's view has been turning away from the idea that we actually benefit from these cheap Chinese imports. Of course, economists always say, 'Look, we can do the cost-benefit analysis and when you buy your cheap stuff at Wal-Mart, that is good for [American consumers]'.... So we can talk about 'comparative advantage,' but what is important...is whether or not the commitment to open markets is politically sustainable." He sees warning signs that it may not be: "drumbeating about China"; "the rising riskiness of middle-class life in the United States, for which people, rightly or wrongly, blame the globalization of goods markets"; the debate about how big the wall should be between the United States and Mexico, not whether we should have one; the Dubai ports episode; the scuttling of a Chinese company's offer to buy American oil company Unocal. "Here we are with the

"Part of the reason people are spending beyond their means is because they are—in a way—witnessing the end of the American dream."

“The real danger is that the current account might change very rapidly.”

biggest current account deficit ever—we require foreign capital—but if it is Arab or Chinese foreign capital going into a sector that we might be worried about, we tell them, ‘No, no, no, we only want you to buy Treasuries.’ What would happen to the American commitment to openness,” Abdelal wonders, “if we had a real recession or a real crisis?”

Absent protection for globalization’s losers, history suggests that they will become the core of opposition movements. “There is a commonality to their demands,” Frieden says. “They typically argue in favor of protecting [those] people who are doing poorly in international competition from the ravages of the global economy.” Pat Buchanan is an American example of a convinced protectionist. “He says, ‘Let’s protect the workers in North Carolina and farmers in Kansas and to hell with Wall Street and Silicon Valley,’” says Frieden—“a very popular message outside Wall Street and Silicon Valley.” Sometimes we do protect the losers: price supports for domestically produced sugar cause Americans to pay two to three times the world market price. Without the supports, Americans as a whole might be better off, but “several thousand sugar producers and maybe a hundred thousand farm workers would go out of business. Even if we could all agree that globalization is good for the economy as a whole and good for the majority of Americans,” says Frieden, “there will still be a non-trivial minority for whom it is not good.” He wonders, “Is any political system up to the task of compensating losers in order to generate benefits for society as a whole?”

Protectionism is a legitimate concern stemming from global financial imbalances, agrees the Kennedy School’s Jeffrey

Frankel. “That is what happened in 1971 and 1985 when Americans became worried about trade deficits that were indeed alarming, but drew some incor-

rect conclusions. We economists always explain that the deficit is the result of macroeconomic forces, and that we need to cut the federal budget and depreciate the dollar, but to your average congressman and your average man in the street, that doesn’t seem very tangible. There is a temptation for scapegoating,” he explains. “It was Japan in the 1980s and now it is China and, on outsourcing, India.” Adds former U.S. Treasury Secretary Lawrence H. Summers, the Eliot University Professor, “I think there are enormous potential losses—in terms of consumer well-being and the real incomes of workers, and ultimately, in terms of the ability to maintain a stable global system—that come from the threat of protectionism, and so I think containing that threat is enormously important.”

The Foreign Dimension

OUR OWN OPENNESS to international flows of goods and capital is only half the equation. On the other side of American borrowing is lending by foreign agencies, banks, and governments, which continue to accumulate massive reserves of U.S. currency, frequently in the form of low-yielding government bonds. (China holds more than \$1 trillion in currency reserves, mostly denominated in dollars; Japan is a close second.) This flow of funds from emerging economies to the developed world (the United Kingdom and Australia run current account deficits, too) is a startling reversal of the usual pattern, in which developed nations have loaned money through institutions such as the IMF and the World Bank to emerging economies that need investment in their own nascent growth. Furthermore, as Summers points out, the real returns on these reserve investments,

measured in those countries’ local currency and after adjusting for inflation, are close to zero. Why these countries are sending us their money—while choosing investments with returns so low that they could easily turn negative if the dollar were to depreciate significantly—is, he says, “a very profound question, in my judgment.”

How these lenders to the industrialized world decide to act in the future has large implications for whether the imbalances sort out gradually or violently. Although their desire to lend and export is aligned for the moment with our consumerism, we cannot expect that they will want to keep

Rawi Abdelal



accumulating dollar-denominated debt forever.

The “rational reason” for reserve accumulation by countries like China, says Kenneth Rogoff, Cabot professor of public policy and professor of economics at the KSG, “is that they are terrified of having a financial crisis and, by stocking up on Treasury bills, the government puts itself in a position to bail out banks and bail out companies in an emergency.” Free trade may be good, but financial-market liberalization can be destabilizing, because it exposes small economies to massive flows of capital, measured in billions of dollars daily, that crisscross the globe at the speed of light. These flows are the sum of the actions of investors worldwide, and can subject countries to the capricious swings of free markets. If investors lose confidence in Thai investments, for example, and all pull their money from the country at once, their sudden withdrawals can precipitate a collapse of the currency, followed by dire effects on citizens’ standard of living. This is what happened during the Asian financial crisis of 1997 to 1998. After a series of emerging-market meltdowns, says Abdelal, accumulation of reserves has become the way developing countries can “self-insure against a crisis—a kind of national insurance within the international system,” without the loss of face and autonomy associated with a bailout by the IMF.

But the argument that countries such as China want to avoid a crisis probably explains only “the first couple hundred billion” of reserve accumulation, says Rogoff. “What they are doing now goes far beyond that—and has a corrupting aspect, because if banks and state-owned firms *know* they are going to get bailed out, they keep doing the same things they were doing to get in trouble in the first place.”

Summers believes that the reserve accumulation going on now “is, in significant part, because they want to maintain an export-led growth strategy.” In 1999, he observed that the global economy depended on the U.S. economy (which accounts for almost 30 percent of global economic output, and an even higher proportion of final demand), and that the U.S. economy depended on American consumers (whose consumption is equivalent to 70 percent of GDP). Consumption had become what Summers has called the “single American engine” propelling the world economy. In such an environment, keeping exports inexpensive has been a rewarding strategy among our trading partners for maintaining their economic growth. China’s purchases of dollars keep that country’s currency weak relative to ours, making Chinese goods inexpensive for American consumers. “The reserves are not objectives in and of themselves,” Summers says. “They are a means to maintaining an exchange rate at which their exports will be extremely competitive, and so are a kind of subsidy to domestic industry.”

“What the Chinese have been doing works, they feel,” says Ro-



goff—and it does work “for the one-third of people who live on the coast...[even though it] has worked a lot less well for everybody else in China. If you go into rural China, there are 150 million people who are effectively unemployed. Large sections of the rural population live in something most of us would call poverty.”

The reserve policies of China and other developing East Asian nations “are very costly,” notes HBS’s Laura Alfaro. “When we talk about this in class, our students say, ‘This is an economy growing at 10 percent a year. It is impossible not to come up with projects [for domestic investment] that will generate greater returns—even just 1 percent higher—than the U.S. Treasury interest rate.’ But even though in principle there are a lot of good, productive investments there, Rogoff says, much social and institutional change needs to take place to make rural China look like the coast.

Instead of increasing domestic investment to better balance the world economy, the Asian economies should concentrate on fostering domestic consumption, Rogoff believes. “Consider the fact that in China they invest more than 40 percent of GDP. That means they are not consuming it, so their standard of living could be much higher. This is very much a political-economy problem, because the elites enjoy a perfectly fine standard of living,” he says. In broad terms, “The Asian currencies need to appreciate, and the Asian economies need to become less dependent on export-driven growth by cultivating domestic demand, which means raising living standards in these countries.”

Developing countries are not the only ones accumulating re-



quence of a decline in investment “home bias.” “What do we mean by globalization?” he asks. “What we mean is that everyone around the world thinks beyond [his or her own] national boundaries when it comes to allocating their savings.” Americans used to invest almost 100 percent in the United States, but now allocate a portion of their portfolios abroad. “That is a process that is going on worldwide: foreigners are investing more abroad, too, but foreigners save more than Americans do.” Because the United States is 30 percent of the world economy, a world with no home bias would see foreigners investing 30

serves. Oil exporters are buying Treasuries for a different reason: they are “raking money in hand over fist with the sky-high oil prices, and are having trouble spending it as fast as they are earning it,” Rogoff says. “Mind you, these are countries which are very poor, and in many of them there are a very small number of very rich people who don’t know what to do with the money. Saudi Arabia is one example, where even with today’s oil prices, average per-capita income is only \$7,000 to \$8,000—and even that is misleading because the royal family controls about half of the total income. So people are hardly rich there, and if it was a democracy, I don’t think they would have any trouble figuring out how to spend the money.” Rogoff suggests that they “need to strengthen their education systems, social-safety nets, and invest in the core of lower-income [people], where there is a huge scope for greater expenditures. Whether the elites will approve of that, I can’t say, but that would certainly help reduce risk from current global account imbalances.”

The causes of the U.S. current account deficit, in other words, extend well beyond the sphere of our own national control. Because they are rooted in a system that is international in scope, solving the problem without sacrificing global growth will require international cooperation.

The Contrarian

BUT WHAT IF our current account deficit is a side effect of globalization that is *not* going to go away? Richard Cooper, Boas professor of international economics, takes a much more relaxed view about this possibility than his colleagues do. In theory, he says, the deficit could persist forever, as long as it eventually stops increasing as a percent of the U.S. GDP.

Cooper, who was undersecretary of state for economic affairs from 1977 to 1981, and chair of the Federal Reserve Bank of Boston from 1990 to 1992, sees global imbalances as a natural conse-

percent of their savings in the United States and Americans investing 70 percent of their savings outside the country. “If you apply those two numbers to actual savings levels,” Cooper says, “you get a \$1.1 trillion current account deficit in the year 2005, with foreigners investing \$2.3 trillion in the U.S. on savings of over \$8 trillion, and Americans investing \$1.2 trillion abroad. The difference between those two is \$1.2 trillion.” International diversification of investments, in other words, causes the current account gap.

“Of course we are not there yet,” Cooper notes. “Actual foreign investment was about \$1.2 trillion in 2005, and U.S. investment abroad was less than half that. That means that in getting from here to there—what economists call the stable state—the deficit could actually grow as a share of GDP,” he explains. “It can’t grow forever as a share of GDP, but it could grow for a while, as it has been doing in the last decade.” How high could it go? Rogoff says that, at least in an accounting sense, we could handle deficits “until the debt level gets as high as 100 percent of GDP without breaking a sweat at today’s interest rates.” For his part, Cooper believes that the deficit will eventually stabilize at an absolute level, and that as long as the American economy continues to grow, the deficit will slowly decline as a percentage of GDP.

Larger deficits over the medium term may arise as a consequence of what Cooper calls “a demographic revolution.” Pension funds in countries such as Japan and Germany (the second- and third-largest economies in the world) are purchasing large quantities of U.S. securities because their populations are aging more rapidly than that of the United States. Everywhere, he points out, people are living longer, but in many developed countries they are also having fewer babies. “There has been a lot of discussion in the U.S. about how we are going to finance social programs, but our problems are trivial compared with the European countries and Japan,” Cooper argues. “The U.S. is a big demographic outlier.

All the other rich countries, and all of the East Asian countries, have had a crash in the total fertility rate.”

“For a society just to reproduce itself, the number of children per couple has to be slightly above two, to allow for infant and child mortality,” Cooper notes. By this measure, the United States is roughly reproducing itself, he says, but “in Spain, Italy, Japan, and Russia, the number is around 1.2, way below the reproduction rate, and in the other rich countries it is somewhere in between.” In addition, the United States has about a million immigrants arriving each year (more, if illegal migrants are included). Consequently, 20- and 50-year projections find the U.S. population and labor force continuing to grow. “All these other countries are expected to peak and decline,” he says. “Japan actually peaked in 2005, and Germany peaked last year.”

We have no experience managing economies where the number of young adults is actually declining, he adds (the singular phenomenon of World War I excepted), so “We will all learn from the Japanese and the Germans, who are leading the way. They will experience less new household formation, less demand for housing, less demand for equipping new members of the labor force, less demand for schools and other public services, and more demand for healthcare.” Faced with less investment required for population growth, and aware that they won’t have as large a workforce to support their growing numbers of retirees, these peoples are deliberately saving a lot of money.

“If I’m running a pension fund or a life-insurance company representing an aging population, where would I put my investments?” Cooper asks. “I want good yields and I want high security.” Emerging markets offer the best returns, but financial shocks in Russia, Argentina, and other countries have “taught us that foreign investments are very risky.” In the United States, by contrast, “property rights are secure, and the dispute settlement system is reasonably fair and efficient, so it looks like a good place to put your money. Put those two arguments, globalization and demographic changes, together and it means that the U.S. is just a very attractive place to invest. Looking ahead, it is a more vigorous economy than those of the other rich countries.”

Thus, Cooper argues, the main cause of the current account deficit is foreign investment in the United States. “Conceptually, the current account is just the negative of net foreign investment in the United States,” he points out. Furthermore, “There is all the difference in the world between” this recycling of dollars and “the government of Brazil or Argentina going out and borrowing in the world

interbank or capital market.” For one thing, U.S. debt is in our own currency, he says. “When Argentina and Brazil borrow in London, they typically borrow in dollars, yen, or euros, so they are exposed to currency risk if exchange rates shift.” That is what sank Argentina in 2001. Although magnitudes of debt are not unimportant, he adds, the structure of the debt is more important in assessing viability.

Most of our debt is also long-term, Cooper says, and therefore manageable in a growing economy. And “although central banks buy a lot of short-term Treasuries, the truth is that, on the scale they require, they have no place else to go.”

Cooper doubts that eliminating the U.S. current account deficit is even possible, because in order to do so, other countries would have to move in the opposite direction, sustaining a huge decline in their current account surpluses. “The world is a closed economy,” he points out, “so if we go from a huge deficit to zero, somebody has to be on the other side to the tune of the whole \$850 billion. Who is it going to be? It has got to be the big economies: China, Germany, Japan, and others.” Because these economies are internally less flexible than the United States, and are “export dependent,” their people and leaders won’t stand for it, he says, and will adopt policies that prevent it from happening.

Living with the “Financial Balance of Terror”

ALTHOUGH COOPER’S ARGUMENTS have impressed his colleagues, they don’t share his relaxed view. If he is correct that the current account deficit is primarily a consequence of investment, what would happen, they wonder, if world investors changed their minds about parking their capital in U.S. government debt or mortgage-backed securities? Former Treasury Secretary Summers thinks the weakness of the “diversification finance” argument is that “it relies a lot on psychology of the kind that could prove to be quite fragile. The U.S. is borrowing at a rate

Laura Alfaro



that is unsustainable," he says. "The question is whether the adjustment will be a gradual one, in which case it is not likely to be terribly disruptive, or will be a sudden one. If there was a sudden interruption, that would complicate the system of economic management in the United States and around the world"—in ways that might be far less benign than Summers's language suggests.

Kenneth Rogoff agrees: "The real danger is that the current account might change very rapidly." The United States would have a harder time adjusting than did other countries cut off by foreign lending in the past, he says, because its exports are a smaller percentage of GDP. Instead of having to increase exports 10 percent to make up for the lost flow of capital, for example, exports might need to increase twice as much, implying a hefty depreciation of the dollar. Rogoff has estimated that in a sudden adjustment, the dollar might lose as much as 40 percent of its value compared to 2005 levels, with the result that "the dollar would fall like a rock and interest rates would skyrocket."

The price of imported goods would go up almost overnight, as

happened to Mexico within a few months in 1994. Gasoline, food, foreign parts for cars, tools, toys, and television sets would cost so much more that it would put an enormous strain on middle- and lower-income Americans. And even though the United States has a robust financial system, a hard landing would mean reduced economic activity. This, says Summers, "would in turn reduce confidence, lead to larger budget deficits, lead to more pressure on interest rates, and so there are a variety of vicious cycles that could kick in." In such a situation, the Federal Reserve Board would face "a difficult dilemma," he continues, "because on the one hand you want to provide liquidity [by reducing interest rates] at a moment when foreigners are withdrawing assets, and on the other hand you want to strengthen the currency and strengthen credibility [by raising rates], and you can't both ease and tighten with one policy instrument." Nor could the federal government easily help, given that it is already running annual budget deficits of about \$270 billion and facing increasing interest costs (\$406 billion in 2006) to service the national debt of \$8.8 trillion—\$2 trillion of it held by foreigners.

A dollar crisis for the United States would be in nobody's interests, of course. If the currency dropped 40 percent, nations holding dollar reserves would see the value of their holdings drop by a like amount. Doing anything that might precipitate a dollar crisis, including suspending purchases of dollar debt, would therefore hurt everyone. (Summers refers to this as a "financial balance of terror.") But that is not enough to guarantee that such a thing might not happen, either by accident or as the result of a diplomatic crisis, says the Business School's Rawi Abdelal. "World politics is about countries doing things that are not in their narrow economic interests, but that serve some political agenda," whether a crisis like Suez, or the long-term maintenance of export-related jobs.

"The nightmare scenario," says Mohamed El-Erian, who as chief executive officer and president of Harvard Management Company (HMC) oversees the investment of Harvard's \$30-billion endowment, "includes the possibility, for example, that Taiwan does something to upset China; the U.S. allies itself fully with Taiwan; and you have a political crisis with economic implications." A conflict over the Taiwan Strait, agrees Abdelal, "could lead China to diversify quickly out of dollars. I think that things could turn out very badly, very quickly."

The most important domestic remedy, says Jeffrey Frankel, who served as a member of the Council of Economic Advisers under President Bill Clinton, and on its staff under Martin Feldstein during the Reagan ad-

(please turn to page 87)

Not Your Daddy's Deficit

IN THE REAGAN ERA, the federal government ran budget deficits almost as big as the current account deficit is today—at their peak, on the order of 6 percent of GDP. At the time, economists worried that government borrowing would suck up most of the funds available for investment in domestic productive capacity—the engine of future economic growth. The concept was called "crowding out," and in a closed economy, that is exactly what would have happened: government borrowing would have crowded private borrowers out of the lending market. But that didn't happen to the extent expected. Instead, the United States began running current account deficits of 2 or 3 percent as capital flowed in from abroad. "The positive side of financial integration and globalization of capital markets," says Jeffrey Frieden, Stanfield professor of international peace, "is that it makes it possible for governments, private firms, and individuals to borrow from anywhere. Mortgage holders in Belgium can finance their mortgages in Germany, Japan, or the United States. A Belgian mortgage broker could then sell those mortgages on the global financial markets. And they do." The pool of capital available to governments and individual borrowers has expanded dramatically with financial globalization.

Federal deficits thus contribute to current account deficits, but not on a one-to-one basis. "The spillover effect might be 50 percent or less," explains Benjamin Friedman, Maier professor of political economy and author of *Day of Reckoning*, a 1988 analysis of the consequences of President Reagan's economic policy. Back then, "If the government deficit was 4 percent of the national income, and the foreign deficit was about 2 percent of the national income, eliminating the government deficit would have balanced the foreign account also. These days, the federal deficit is on the order of 2 percent of GDP or less," he notes, "while the current account deficit is something like 6.5 percent of GDP." Private borrowing, rather than federal borrowing, explains most of the current account deficit today. "Narrowing the government deficit by 2 percent might therefore cause the current account to go down by just 1 percent," to 5.5 percent of GDP.

This does not mean we should ignore the federal deficit, Friedman says. Cyclical deficits to stimulate the economy when unemployment is high are fine, but we are at a high point in the business cycle: "We are at full employment, maybe more than full employment." Furthermore, he notes, we have large liabilities ahead of us associated with an aging workforce, due not so much to Social Security as to the rising healthcare costs covered by Medicare. "There is absolutely no excuse to be running a government deficit of even 2 percent in the federal account, as we are doing now, when we are at full employment and the retirement of the baby-boom generation is right around the corner," he charges. "That is irresponsible." Even so, he emphasizes, eliminating the government deficit "is not going to solve the current account problems."

JOHN HARVARD'S JOURNAL COMMENCEMENT 2007



Attend to the Cursed

FEW WHO STOOD at a Harvard podium during Commencement week mentioned the war in Iraq. Joshua Patashnik '07, of Adams House and San Diego, did do so in his Harvard Oration during Class Day cel-

ebrations on Wednesday, June 6, a speech that mostly was a brief for humility.

"We need more people willing to admit that their political opponents are sometimes right," said Patashnik, who moves on from Harvard to Washington, D.C., and a job as a reporter for the *New Republic*.

"We need fewer people unyieldingly convinced that their religious beliefs or lack thereof constitute the only acceptable incarnation of absolute truth.... Above all, we need always to recognize, and indeed embrace, our own fallibility. If I have learned anything since September of 2003, it is that even the most brilliant scholars are quite often wrong.... And if we, collectively, have learned anything since March of that year, it is that no nation, no matter how just its intentions and how great its might, is immune from the law of unin-

Above, from left: New Ph.D.s Meredith Fisher, of Cambridge, Melanie Adrian, of Waterloo, Ontario, and Melissa Jenkins, of Charlotte, North Carolina. This was a bumper year for Ph.D.s, with 556 conferred, up from 483 in 2006. Top: Tracy E. Nowski '07 delivers her Ivy Oration (see page 50).

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FROM TOP: JIM HARRISON; STU ROSNER



Above: Degree candidates from the Business School (left), and flower-bedecked Jennifer D.M. Chang '07 and Madeleine I. Baverstam '07, both of Lowell House and Newton, Massachusetts. Left: Yoojin Choi, Ph.D. '06, also of Newton, with her daughter, Dawn Jang. Far left: Eyenga Bokamba, Ed.M. '07, of Minneapolis. Below: Nicholas P. Vines, Ph.D. '07, of Sydney, Australia, in sunglasses, and Jesse D.



Rodin, Ph.D. '07, of New York City, who both received their doctorates in music, sing the "Harvard Hymn." Left: Cesar Ernesto Oyervides-Cisneros, Ed.M. '07, of Fontana, California.

tion member Robert E. Rubin, who was, perhaps, Summers's strongest supporter on the board, was reportedly in Cambridge on Wednesday for a Corporation meeting, but did not attend Commencement the next day.)

Returning reunioners from other troubled times must surely have been struck to notice that also missing from the Com-

tended consequences."

Patashnik was followed at the podium by Tracy E. Nowski '07, of Lowell House and Toronto, who gave one of two Ivy Orations, traditionally humorous bits. "There's no denying that most of us learned some stuff while we were here," she said. "Before coming to Harvard, I, for one, had no idea that pickles and cucumbers were in any way related. Don't worry though, I've got that all under control now. Pickles are boys, cucumbers are girls, and cucumbers aren't very good at science."

She "used to have a lot more questions," Nowski explained, "but as a women's studies concentrator, Larry Summers answered most of mine a while ago."

Almost nobody else at a Commencement podium alluded to the homegrown tumult of recent years, the breakdown of the five-year presidency of Lawrence H. Summers, who resigned that office in February 2006, effective at the end of that academic year. Officially, Harvard wrapped up that contentious period diplomatically, awarding Summers, now the Eliot University Professor, an honorary degree (opposite), standard operating procedure with retired presidents. In introducing him on Commencement day, the provost

noted that "His approach was assertive and—it might be fair to suggest—not without controversy. But the priorities he worked to advance continue to exert a strong influence on this great University, as we look forward." Harvard also awarded an honorary degree to lawyer Conrad K. Harper, who resigned his seat on the Harvard Corporation, the senior governing board, in July 2005, saying that he could no longer support the president. (Corpora-

Honoris Causa

Three women and six men received honorary degrees at Harvard's 356th Commencement. Provost Steven E. Hyman introduced them to the audience, and President Derek Bok read the citations. In order of presentation, the honorees were:

Daniel Aaron, Ph.D. '43. A Harvard faculty member since 1971, Aaron was the founding director of the Program in the History of American Civilization and the founding president of the Library of America, and is now Thomas professor of

English and American literature emeritus. Doctor of Letters: *A man of good hope who speaks to the conscience; an exemplary Americanist whose unassuming erudition joins literature and history in a more perfect union.*

Jocelyn Bell Burnell. While a graduate student at the University of Cambridge, she and her supervisor discovered pulsars, launching a new area of astrophysics and gaining a Nobel Prize—for her supervisor. She went on to her own distinguished career and has been president of the Royal Astronomical Society. Doctor of Science: *An ingenious astrophysicist surveying galaxies with a sense of wonder; she espied something rare in the pulse of strange stars and so solved a cosmic conundrum.*

Conrad Kenneth Harper, J.D. '65. An esteemed lawyer and the first African-American president of the New York City Bar, for the first five years of this decade, he was a member of the Harvard Corporation. Doctor of Laws: *Vividly illuminating the interplay of differences, unveiling the intricacies of politics and power, she has shown how gender shapes history's course, while deftly expounding the scholar's ideals.*

Karen Keskulla Uhlenbeck. The American Mathematical Society awarded her the Steele Prize for her seminal contributions to mathematical gauge theory. "I find that I am bored with anything I understand," she has written. She holds the Regents Chair in mathematics at the University of Texas. Doctor of Science: *Spanning geometry, topology, analysis, and physics, a broad-gauged scholar and inspiring mentor whose manifold mathematical talents know few equals.*

Robert B. Silvers. He has been the editor of the *New York Review of Books* since its first issue appeared in 1963. Doctor of Letters: *Incisive and indefatigable editor extraordinaire whose spirit infuses an indispensable journal; an estimable polymath and exacting craftsman who elevates the expression of vital ideas.*

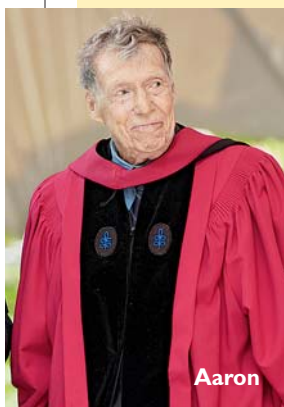
Joan Wallach Scott. A pioneer in using gender as a category of historical analysis, she was founding director of the Pembroke Center for Teaching and Research on Women at Brown University and has served since 1985 as a professor of social science at the

Institute for Advanced Study. Doctor of Laws: *Vividly illuminating the interplay of differences, unveiling the intricacies of politics and power, she has shown how gender shapes history's course, while deftly expounding the scholar's ideals.*

William Felton Russell. The former center and later head coach of the Boston Celtics, he is a man, said Hyman, "who's been called 'the greatest team player on the greatest team ever.'...Throughout, he has been a strong advocate for racial equality." Doctor of Laws: *A Rembrandt of roundball whose championship rings are enough to outnumber his fingers; a peerless team player whose skill and tenacity led even his strongest foes to wilt.*

Lawrence H. Summers, Ph.D. '82. Granted tenure in economics at Harvard before he was 30, later the nation's secretary of the treasury, then Harvard's twenty-seventh president, he is now Eliot University Professor. Doctor of Laws: *An eminent academic and public servant whose intellect and energy help animate the global economy; a bold university leader whose aims and ideas have pointed Harvard toward high aspirations ahead.*

William H. Gates III '77. The most illustrious member of the College class of 1977 never to have graduated from Harvard at last has a diploma. Doctor of Laws: *A hard-driving visionary and icon of entrepreneurship whose prescience has propelled the digital era and whose largesse brings new hope to people in need.*



Aaron

STU ROSNER



Burnell

STU ROSNER



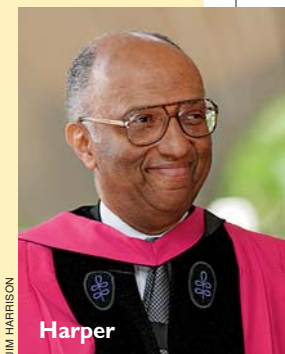
Russell

JIM HARRISON



Uhlenbeck

JIM HARRISON



Harper

JIM HARRISON

mencement scene were buttons, banners, and armbands on the young, wearing their opinions on their sleeves. *New York Times* columnist Nicholas D. Kristof '82, who delivered the address on Class Day at the Kennedy School of Government, had an explanation for the lack of conspicuous protestations. He also sounded the undoubted theme of Commencement oratory this year—public service.

"We need idealism and we certainly need a moral compass and moral outrage," said Kristof, "but it's so important that idealism and that outrage be tethered to pragmatism and empiricism. It needs to be based on a really deep familiarity with the local circumstances—with a sense of how we can, actually, in the nitty-gritty, improve peoples' lives—and not just be about symbolism...."

"We Baby Boomers," he said, "were idealistic but not often—not always—very effective in what we did. Our reflexive notion about how to save the world was to hold a street demonstration, a protest, and in some cases that worked very well. In others, it really didn't. These days there are, I think, a lot more people who are motivated by idealistic goals, but also have a lot of very practical tools about how to make that difference. Instead of just demonstrating against poverty, they may start an after-school literacy program, or they'll organize a clinic in a low-income area, or a microcredit program. They'll use metrics every step of the way to see what is making a difference, what is the most cost-effective way of doing so. In other words, if you want to make a difference, then I think we have a much better understanding today than we did a generation ago about how precisely to do that."

"Many of you," Patashnik observed in his Class Day talk, "will come to hold positions of great responsibility and re-



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Presidents (clockwise from top) Derek Bok, Lawrence H. Summers, and Neil L. Rudenstine, and president-elect Drew Gilpin Faust (in a Penn gown for the last time)

ward in our society—or at least the managers of Harvard's endowment hope so.... May God grant us many blessings in life," he ended by saying, "and may we always accept them with the earnest gratitude of those who know what it means to be cursed." (He was, admittedly, referring in part to the Curse of the Bambino, which was lifted for Red Sox fans during his sophomore year when the team won the World Series after an 86-year interval of anguish.)

The star speakers of the week, former

president Bill Clinton and Microsoft chairman Bill Gates, LL.D. '07, unambiguously urged their listeners to attend to the cursed of the world, those suffering terrible inequalities of wealth, health, and opportunity (see page 55 for excerpts from their speeches).

Similarly, in his Baccalaureate address in Memorial Church on the Tuesday of Commencement week, President Derek Bok had cautionary words for seniors about spending their lives wholeheartedly in the pursuit of

material rewards. He recalled a tale told by cancer specialist Jerome Groopman, Recanati professor of medicine. "A middle-aged man came to him," said Bok, "with an advanced cancer condition. He had been a very successful financier, a deal-maker, a venture capitalist, an expert at making a quick

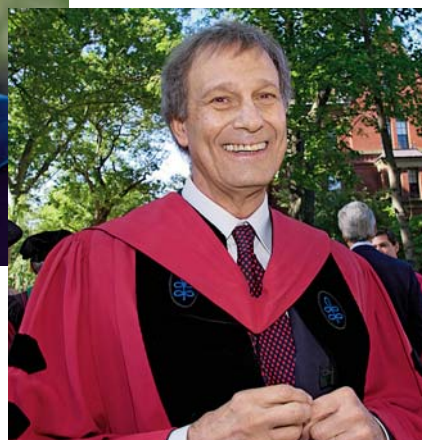
return on his money. Having discovered his illness playing golf with Japanese clients, he had visited all the obvious places in search of a cure." But in the discouraging months that followed, and after reflecting on his life, "he soon came to the conclusion that he had been a selfish, un-

pleasant individual who cared only about himself and had had an essentially useless career. And now, when it was too late to change, he discovered that he had nothing worth living for." Money matters a whole lot less to happiness, said Bok, than most people think.

Next day, the *Crimson* reported the results of its survey of the career trajectory of 901 graduating seniors. Half of those sampled are entering the workforce straightaway—58 percent of the men and 43 percent of the women into finance and consulting.



STU ROSNER



STU ROSNER

Commencement Confetti

An omnium-gatherum of notes and statistics, vital and otherwise

EDUCATED MEN AND WOMEN

On Commencement day, Thursday, June 7, Harvard conferred 6,871 degrees and 138 certificates. The College granted 1,694 of these, 71 summa cum laude.

Mother Nature, the ultimate female scientist (as one participant called her), laid on forgiving weather—crisp—for the throng jammed into Tercentenary Theatre for the formal exercises in the morning and the multitude that returned that afternoon to hear the address of Microsoft chairman Bill Gates. (The day before, also fair, had drawn its



own huge crowd to listen to former U.S. president Bill Clinton

Harvard planted yellowwood trees in Tercentenary Theatre because they customarily bloom in these parts in early June,

at Commencement time. This year they flowered a full week ahead of schedule. They were practicing for the new academic calendar (see page 60), which will wrap up the academic year, including Commencement, in May, beginning in 2010.

speak at Class Day.)

Commencement caller Frederick Abernathy, McKay professor of mechanical engineering and Lawrence professor of en-

gineering, told the celebrants milling in the Old Yard before the procession Thursday morning, "My responsibility is to engineer with dignity and good humor your orderly march into Tercentenary Theatre." When his charges failed to form up smartly, he observed, "Good weather is not good for Commencement," due to its relaxing effects. He appealed for discipline, declaring stentorianly, "President Bok is here, anxiously looking forward to the end of this event!"

WOOKIEES

The Latin Oration, which can always be counted on to raise a few laughs, is one of three traditional student "parts" delivered during the formal Commencement exercises. This year's offering, by Charles J. McNamara '07, of Lowell House and Grayling, Michigan, entitled "Iohannes Harvard, Eques lediensis," or "John Harvard, Jedi Knight," had a *Star Wars* theme. Names such as "Chewbacca" jumped out of the Latin in a startling way—and, in that case, drew an answering Wookiee growl from members of the audience.

Royalty sighting: Her Majesty Ashi Dorji Wangmo Wangchuck, left, one of four queens of Bhutan, with her daughter, Her Royal Highness Princess Ashi Sonam Dechen Wangchuck, LL.M. '07, who plans to serve her country as a member of the Judiciary of Bhutan.



WARRIORS

Eleven seniors took oaths and received their first salutes at the ROTC commissioning ceremony on June 6. Lawrence H. Summers spoke at the event in each of his years as president, but President Derek Bok did not attend. The guest speaker was Stephen P. Rosen, Kaneb professor of national security and military affairs, director of the Olin Institute for Strategic Studies, Harvard College Professor, and master of Winthrop House. "Four years ago," he said, "Harvard chose *you*, and four years ago, you chose...the life of a warrior. Harvard honors public service, but is uneasy with national military service, because



New officers, all College seniors, from left: 2nd Lt. Robert Huefner, of Peachtree City, Georgia; 2nd Lt. John W. Cancian, of Arlington, Virginia; Ens. Donald M. Coates, of Los Angeles; Ens. Erika E. Helbling, of San Antonio, Texas; Ens. Patrick Morrissey, of Virginia Beach, Virginia; Ens. Erik A. H. Sand, of Lake Elmo, Minnesota; Ens. Meredith E. Sandbert, of Salt Lake City; Ens. Jonathan T. Sieg, of Salem, Oregon; Ens. Danielle Thiriot, of Salt Lake City; Ens. Aaron T. Woodside, of Edmond, Oklahoma; and 2nd Lt. Lauren L. Brown, of Winter Park, Florida. A twelfth senior, 2nd Lt. Jukay Hsu, was commissioned in April.

JOHN HARVARD'S JOURNAL

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Harvard is uneasy with war, and with warriors, and increasingly sees itself as an international university, not simply an American university.

"We *all* wish to avoid war, with all our hearts..." Rosen continued. "And we welcome students and faculty from around the world. But the United States is *our* country. Without the United States, there would *be* no Harvard, and we should never forget that. And our country is still at war, and so I salute your courage, your commitment to national service, and the...sacrifices you have made and will make."

FOUR MINUTES TO REMEMBER

An unprecedented approach to a reunion panel led to an especially engaging offering by the class of 1972, "My Favorite Four Minutes." Each of the five panelists chose a four-minute scene from a movie that came out during their years in college. These excerpts were shown to the audience, and after each one the classmate who chose it revealed why it stuck in memory. Thus, after revisiting "Hot Lips" Houlihan in the shower in *M*A*S*H*, panelist Timothy W.H. Peltason '72, of Wellesley, Massachusetts, discussed antiauthoritarianism and "mean-spirited misogyny."

PRIZEWINNERS

The Phi Beta Kappa scholars honored three members of the faculty with teaching prizes: David A. Evans, Lawrence professor of chemistry; Anne Harrington, professor of the history of science and Harvard College Professor; and poetry critic Helen Vendler, Porter University Professor. The senior class bestowed the two Ames Awards, for "selfless, heroic, and inspiring leadership," on classmates Rajan Sonik, of Adams House and Sacramento, California, and Rabia Mir, of Pforzheimer House and Karachi, Pakistan. The Radcliffe Institute gave two Fay Prizes, for outstanding scholarly work, to Rowan W. Dorin '07, of Adams



Each summer the Crimson Summer Academy welcomes 30 ninth-graders from low-income families in Boston and Cambridge, who commit to the program for three years. They live on campus during the week in summer and take rigorous courses. The inaugural class graduated at this Commencement. Each member received a diploma and a \$3,000 scholarship check toward college. They marched at the tail of the afternoon alumni procession, being the youngest.

House and Edmonton, Alberta, for findings about the development of trade and trading networks in the medieval Adriatic Sea, and to Emily K. Vasiliuskas '07, of Lowell House and Penhook, Virginia, for her analyses of German poet Paul Celan's work.

TERM LIMITS?

Introducing President Derek Bok, who spoke on Commencement afternoon, Paul J. Finnegan '75, M.B.A. '82, of Evanston, Illinois, outgoing president of the Harvard Alumni Association, asserted that Bok's second tenure was "the shortest presidency on record, but it has

seen no shortage of accomplishments."

"Derek did well to respond by invoking Nathaniel Eaton, whose term lasted just one year, from August 1638 to August 1639," notes John T. Bethell '54, author of *Harvard Observed* and a contributing editor of this magazine. "So he has tied that record (though purists might note that Eaton held the title of master, not president). However, the shortest term as acting president would seem to have been that of Andrew Preston Peabody, who stepped in when Thomas Hill resigned in September 1868. Charles W. Eliot was elected president in May 1869, and even though he would have needed some time to wind up his responsibilities at MIT, he almost certainly would have been on the job before the 1869-70 academic year started. I think Peabody beats Bok by at least a few weeks."



Left: Bubble-blower Siri Trang Khalsa, M.P.A. '07, of Española, New Mexico, carries a globe, a Commencement prop favored by degree candidates from the Kennedy School and more worldly than the Dental School's tube of Crest. She is a Sikh, thus the turban. With her is Rostom Sarkissian, M.P.P. '07, of Glendale, California. The school granted 605 degrees to students from 67 countries.

“I see you”

Excerpts from the Class Day address, on June 6, by Bill Clinton, forty-second president of the United States. Clinton discussed the comedians who had preceded him in recent years, and the serious speakers—Martin Luther King Jr., invited to speak in 1968 but murdered before he could address the class, whose widow, Coretta Scott King, spoke in his place; Mother Teresa; and Bono—who had also been chosen to speak.

WHAT DO THEY all have in common? They are symbols of our common humanity and a rebuke even to humorists' cynicism.

Martin Luther King basically said he lived the way he did because we were all caught in what he called an inescapable web of mutuality. Nelson Mandela, the world's greatest living example of that, I believe, comes from a tribe in South Africa, the Xhosa, who call it *ubuntu*. In English, “I am because you are.” That led Mother Teresa from Albania to spend her life with the poorest people on earth in Calcutta. It led Bono from his rock stage to worry about innocent babies dying of AIDS, and poor people with good minds who never got a chance to follow their dreams....

[J]ust think what an exciting time it is. All this explosion of knowledge....

It's also exciting because of all the diversity. If you look around this audience...I wonder how different this crowd would have looked...30 years ago. And how much more interesting it is for all of us.

It's a frustrating time, because for all the opportunity, there's a lot of inequality. There's a lot of insecurity and there's a lot of instability and unsustainability. Half the world's people still live on less than two bucks a day. A billion on less than a dollar a day. A billion people go to bed hungry tonight. A billion people won't get a clean glass of water today or any day in their lives. One in four of all the people who die this year will die from AIDS, TB,



Bill Clinton

malaria, and infections related to dirty water. Nobody in America dies of any of that except people whose AIDS medicine doesn't work anymore, or people who decline to follow the prescribed regime....

It's an uncertain, insecure time because we're all vulnerable to terror, to weapons of mass destruction, to global pandemics like avian influenza....You all saw it this week in all of the stories about the terrorist attack being thwarted in Kennedy [International] Airport [in New York]....

But...[t]he inequality is fixable and the insecurity is manageable. We're going to really have to go some in the twenty-first century to see political violence claim as many innocent lives as it did in the twentieth century....The difference is, you think it could be you this time, because of the interdependence of the world. So yes, it's insecure, but it's manageable.

It's also an unsustainable world because of climate change, resource depletion, and the fact that between now and 2050, the world's supposed to grow from six and a half to nine billion people, with

most of the growth in the countries least able to handle it.... That's all fixable, too. So is climate change a problem? Is resource depletion a problem? Is poverty and the fact that 130 million kids never go to school and all this disease that I work on a problem? You bet it is.

But I believe the most important problem is the way people think about it and each other, and themselves. The world is awash today in political, religious, almost psychological conflicts, which require us to divide up and demonize people who aren't us. And every one of them in one way or the other is prem-

ised on a very simple idea. That our differences are more important than our common humanity.

I would argue that Mother Teresa was asked here, Bono was asked here, and Martin Luther King was asked here because [those classes] believed that they were people who thought our common humanity was more important than our differences.

So with this Harvard degree and your incredible minds and your spirits that I've gotten a little sense of today, this gives you virtually limitless possibilities....I hope that you will share Martin Luther King's dream, embrace Mandela's spirit of reconciliation, support Bono's concern for the poor, and follow Mother Teresa's life into some active service. Ordinary people have more power to do public good than ever before because of the rise of nongovernmental organizations, because of the global media culture, because of the Internet, which gives people of modest means the power, if they all agree, to change the world.... Citizen service is a tradition in our country about as old as Harvard, and certainly older than the government....

[T]here is no challenge we face, no barrier to having your grandchildren here on this beautiful site 50 years from now, more profound than the ideological and emotional divide which continues to demean

COMMENCEMENT 2007 ONLINE

Texts of principal Commencement speeches, and audio and video recordings, are available at the Commencement 2007 section at www.harvardmagazine.com.

our common life and undermine our ability to solve our common problems—the simple idea that our differences are more important than our common humanity.

When the human genome was sequenced...the most interesting thing to me was the discovery that human beings with their three billion genes are 99.9 percent identical genetically. So if you look around this vast crowd today, at the military caps and the baseball caps and the cowboy hats and the turbans, if you look at all the different colors of skin, all the heights, all the widths, all the everything—it's all rooted in one-tenth of 1 percent of our genetic make-up. Don't you think it's interesting that not just people you find appalling, but all the rest of us, spend 90 percent of our lives thinking about that one-tenth of 1 percent? [D]on't we all?...

Do I disagree with a thousand things that are going on? Absolutely. But it all flows from the idea that we can violate elemental standards of learning and knowledge and reason and even the humanity of our fellow human beings because our differences matter more. That's what makes you worship power over

purpose. Our differences matter more...

And I leave you with this thought. When Martin Luther King was invited here in 1968, the country was still awash in racism. The next decade it was awash in sexism, and after that in homophobia. And occasionally those things rear their ugly head along the way, but by and large, nobody in this class is going to carry those chains around through life.

But...[t]he great temptation for all of you is to believe that the one-tenth of 1 percent of you which is different and which brought you here and which can bring you great riches or whatever else you want, is really the sum of who you are and that you deserve your good fate, and others deserve their bad one. That is the trap into which you must not fall...

In the central highlands in Africa where I work, when people meet each other walking...on the trails, and one person says, "Hello, how are you, good morning," the answer is not, "I'm fine, how are you?" The answer translated into English is this: "I see you."

Think of that. "I see you."

How many people do all of us pass every

day that we never see? You know, [after] we all haul out of here, somebody's going to come in here and fold up 20-something thousand chairs. And clean off whatever mess we leave here. And get ready for tomorrow and then after tomorrow, someone will have to fix that. Many of those people feel that no one ever sees them....

And so, I leave you with that thought. Be true to the tradition of the great people who have come here. Spend as much of your time and your heart and your spirit as you possibly can thinking about the 99.9 percent....Enjoy your good fortune. Enjoy your differences, but realize that our common humanity matters much, much more.

God bless you and good luck.

"The public is growing restive"

President Derek Bok used his "last occasion to report to the alumni" to "share some parting reflections on the challenges for this University and others like it." He began with a moment of personal reflection: "I realize that more than 55 years have elapsed since I first laid eyes on Harvard as an entering Law School student. I remember coming across a bridge in a top-down canary yellow Chevy convertible, fresh from southern California and ready to scale the heights of legal education." Bok then outlined five subjects facing the modern university, from "whom we should be educating" and "how international American higher education should become" to "how to make the most of opportunities in science" and how universities can best "nurture and inspire the humanities." The second of the five questions Bok posed concerned a subject especially dear to his heart as an educator.

How CAN WE BEST help students to learn?...Technology offers novel ways of teaching whose effectiveness needs to be tested and explored. Advances in cognitive psychology suggest innovative ways of helping students learn more and retain more. New techniques of measurement can help us determine how much progress our students are really making. And these are all promising developments. The question is whether universities will make the most of it. For as we know, academic culture is remarkably resistant to seeking new ways

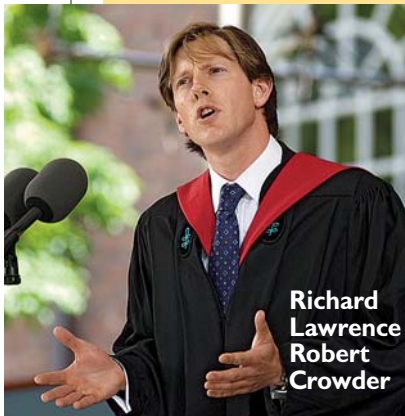
"Listening will be the hardest part"

Let me introduce you to a couple of my ghosts. As I stand here, I think of my two grandfathers—Lawrence Crowder and Robert Styles. Lawrence was English, Robert Irish. Both fought in the First World War: Lawrence in the trenches outside Ypres, Robert in the dust of Palestine. We still have a wrinkled photograph of Robert standing in the Garden of Gethsemane after British forces entered Jerusalem in November 1917. I didn't know either of them personally, but I carry their names in my own, and those images, along with fragments of family stories, have followed me through my life....

[T]here is a sense of possibility which pervades this place, and which can make us each rise to the call of our ghosts.

For me, that vocation is the work of a diplomat. I leave here for Brussels, to [work on] the European Union's collective foreign policy. As it happens, I will be working just a few miles from Ypres, where my grandfather fought. When I contemplate the job ahead of me, I realize Harvard has taught me that listening will be the hardest part. It is all too easy to react to what others are saying with our own views. But finding the space in which to digest, and moving to a response which heals rather than perpetuates conflict, is a much harder task. It forces us to accept that there is no monopoly on the truth.

~Richard Lawrence Robert Crowder, M.P.A. '07,
in the Graduate English Address during the
Commencement Exercises, June 7



**Richard
Lawrence
Robert
Crowder**

of improving teaching and learning. And so in this environment, methods of instruction change rather slowly.

But meanwhile there are signs that the public is growing restive. Outside our walls, public officials and voters who elect them are urging universities to demonstrate just how much undergraduates are progressing. Growing competition from abroad is pressing us to do a better job of preparing our students. And so the challenge now is to overcome our inertia and recognize that we will never improve our instruction very much, unless we discover how much our students are learning so that we can discover where our weaknesses are and experiment with new ways of helping to achieve our goals better. And Harvard, of course, should be a leader in making that happen.

“For what purpose?”

Excerpts from the Commencement address by William H. Gates III, co-founder and chairman of Microsoft Corporation and co-founder and co-chair of the Bill & Melinda Gates Foundation.

I WAS TRANSFORMED by my years at Harvard, the friendships I made, and the ideas I worked on.

But taking a serious look back...I do have one big regret.

I left Harvard with no real awareness of the awful inequities in the world—the appalling disparities of health, and wealth, and opportunity that condemn millions of people to lives of despair.

I learned a lot here at Harvard about new ideas in economics and politics. I got great exposure to the advances being made in the sciences.

But humanity's greatest advances are not in its discoveries—but in how those discoveries are applied to reduce inequity. Whether through democracy, strong public education, quality healthcare, or broad economic opportunity—reducing inequity is the highest human achievement.

I left campus knowing little about the millions of young people cheated out of educational opportunities here in this country. And I knew nothing about the millions of people living in unspeakable poverty and disease in developing countries.

“An experiment in faith”

The second president of Radcliffe, Le Baron Briggs, described Radcliffe as “an experiment in faith.”...

From the very beginning of Elizabeth Cary Agassiz's inspiration, to the vision of Mary Ingraham Bunting...to the foresight of Neil Rudenstine, Radcliffe has always represented a commitment of faith—to intellectual excellence and to the principle of opening access to higher education to all who are talented enough to benefit from it.

I owe an enormous debt to all of them, and I owe an enormous debt to all of you. My commitment to this “experiment in faith” will remain unfaltering. I have loved being Radcliffe's founding dean, and I thank you all for giving me this opportunity and helping me all along the way. Thank you from the bottom of my heart for this.

—Drew Gilpin Faust, Radcliffe Institute for Advanced Study dean and Harvard University president-elect, at the Radcliffe Day luncheon, June 8

It took me decades to find out....

Imagine, just for the sake of discussion, that you had a few hours a week and a few dollars a month to donate to a cause—and you wanted to spend that time and money where it would have the greatest impact in saving and improving lives. Where would you spend it?...

During our discussions on this question, Melinda and I read an article about the millions of children who were dying every year in poor countries from diseases that we had long ago made harmless in this country. Measles, malaria, pneumonia, hepatitis B, yellow fever. One disease that I had never heard of, rotavirus, was killing half a million children each year—none of them in the United States.

We were shocked. We had assumed that if millions of children were dying and they could be saved, the world would make it a priority to discover and deliver the medicines to save them. But it did not. For under a dollar, there were interventions that could save lives that just weren't being delivered.

If you believe that every life has equal value, it's revolting to learn that some lives are seen as worth saving and others are not. We said to ourselves: “This can't be true. But if it is true, it deserves to be the priority of our giving.”...

We asked: “How could the world let these children die?”

The answer is simple, and harsh. The market did not reward saving the lives of these children, and governments did not subsidize it. So the children died because their mothers and fathers had no power in the market and no voice in the system.

But you and I have both.

We can make market forces work better for the poor if we can develop a more creative capitalism....

If we can find approaches that meet the needs of the poor in ways that generate profits for business and votes for politicians, we will have found a sustainable way to reduce inequity in the world.

This task is open-ended. It can never be finished. But a conscious effort to answer this challenge can change the world.

I am optimistic that we can do this, but I talk to skeptics who claim there is no hope. They say: “Inequity has been with us since the beginning, and will be with us until the end—because people just...don't...care.”

I completely disagree.

I believe we have more caring than we know what to do with....

The barrier to change is not too little caring; it is too much complexity.

To turn caring into action, we need to see a problem, see a solution, and see the impact. But complexity blocks all three steps....

The AIDS epidemic offers an example. The broad goal, of course, is to end the disease. The highest-leverage approach is prevention. The ideal technology would be a vaccine that gives life-long immunity with a single dose. So governments, drug companies, and foundations are funding vaccine research. But their work is likely to take more than a decade, so in the meantime, we have to work with what we have in hand—and the best prevention approach we have now is getting people to avoid risky behavior....

The final step—after seeing the problem and finding an approach—is to measure the impact of the work and to share that suc-

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cess or failure so that others learn from your efforts.

You have to have the statistics, of course. You have to be able to show, for example, that a program is vaccinating millions more children. You have to be able to show, for example, a decline in the number of children dying from the diseases. This is essential not just to improve the program, but also to help draw more investment from business and government.

But if you want to inspire people to participate, you have to show more than numbers; you have to convey the human impact of the work—so people can feel what saving a life means to the families affected....

Still, I'm optimistic. Yes, inequity has been with us forever, but the new tools we have to cut through complexity have not been with us forever. They are new—they can help us make the most of our caring—and that's why the future can be different from the past.

The defining and ongoing innovations of this age—biotechnology, the personal computer, and the Internet—give us a chance we've never had before to end extreme poverty and end death from preventable disease.

Sixty years ago, George Marshall came to this commencement and he announced a plan to assist the nations of postwar Europe. He said: "I think one difficulty is that the problem is one of such enormous complexity that the very mass of facts presented to the public by press and radio make it exceedingly difficult for the man in the street to reach a clear appraisal of the situation. It is virtually impossible at this distance to grasp at all the real significance of the situation."

Thirty years after Marshall made his address, as my class graduated without me, technology was emerging that would make the world smaller, more



open, more visible, less distant.

The emergence of low-cost personal computers gave rise to a powerful network that has transformed opportunities for learning and communicating.

The magical thing about this network is not just that it collapses distance and makes everyone your neighbor. It also dramatically increases the number of brilliant minds we can bring in to work together on the same problem—and it scales up the rate of innovation to a staggering degree....

Members of the Harvard Family: Here in the Yard is one of the great collections of intellectual talent in the world.

For what purpose?

There is no question that the faculty, the alumni, the students, and the benefactors of Harvard have used their power to improve the lives of people here and

around the world. But can we do more? Can Harvard dedicate its intellect to improving the lives of people who will never even hear its name?

Let me make a request of the deans and the professors—the intellectual leaders here at Harvard: As you hire new faculty, award tenure, review curriculum, and determine degree requirements, please ask yourselves:

Should our best minds be more dedicated to solving our biggest problems?

Should Harvard encourage its faculty to take on the world's worst inequities? Should Harvard students know about the depth of global poverty...the prevalence of world hunger...the scarcity of clean water...the girls kept out of school...the children who die from diseases we can cure?

Should the world's most privileged learn about the lives of the world's least privileged?

These are not rhetorical questions—you will answer with your policies....

When you consider what those of us here in this Yard have been given—in talent, privilege, and opportunity—there is almost no limit to what the world has a right to expect from us....

Don't let complexity stop you. Be activists. Take on big inequities. I feel sure it will be one of the great experiences of your lives....

You have more than we had; you must start sooner, and carry on longer.

And I hope you will come back here to Harvard 30 years from now and reflect on what you have done with your talent and your energy. I hope you will judge yourselves not on your professional accomplishments alone, but also on how well you have addressed the world's deepest inequities...on how well you treated people a world away who have nothing in common with you but their humanity.

Good luck.



Interim Accomplishments

WHEN HE WAS SUMMONED back to Massachusetts Hall in February 2006, interim president Derek Bok told a group of Harvard administrators last October, he found himself in the position of Rip van Winkle. Having been president from 1971 to 1991, he had thereafter kept out of Harvard affairs, “which is what I think a former president ought to do.” It appeared then that the chief aims of his second tour of duty would be to “calm the natives” and to restore “normalcy” after the resignations of President Lawrence H. Summers and Faculty of Arts and Sciences (FAS) dean William C. Kirby.

Instead, he reported during a conversation in early May, Harvard addressed a significant agenda during the academic year, making substantial progress on undergraduate education, the future of scientific research and teaching, and campus development in Allston—to name the most prominent examples. “Far from finding the faculty impossible to deal with,” Bok said, “they’ve been very loyal and hardworking” on every subject where he engaged with them. Among the highlights:

- Undergraduate education. Bok said he and interim FAS dean Jeremy R. Knowles (see page 67) agreed that concluding the four-year “reform of undergraduate education” was a high priority.

Much attention focused on a successor to the Core curriculum (the courses intended to ensure students’ general education outside their principal fields of study). The work of an eight-member task force established at Bok’s request and charged with devising a general-education curriculum “came out very well,” he said. As he observed in *Our Under-*

achieving Colleges—his book on course design and pedagogy, published just before he was asked to be president again—there is no perfect curriculum, but there are several plausible and coherent ones. The task-force recommendation brought to FAS for extensive discussion and legislation has “clear purposes and a thoughtful definition of the kind of work that would further each purpose” (see “General Education, Finally Defined,” March-April, page 68, and this issue, page 65).

But general education was only one part of rethinking undergraduates’ academic experience. A separate task force, set up at Bok’s request, proposed measures to encourage and reward innovative and more effective teaching. The recommendations are a template for “a very effective body of reform,” he said (see “Toward

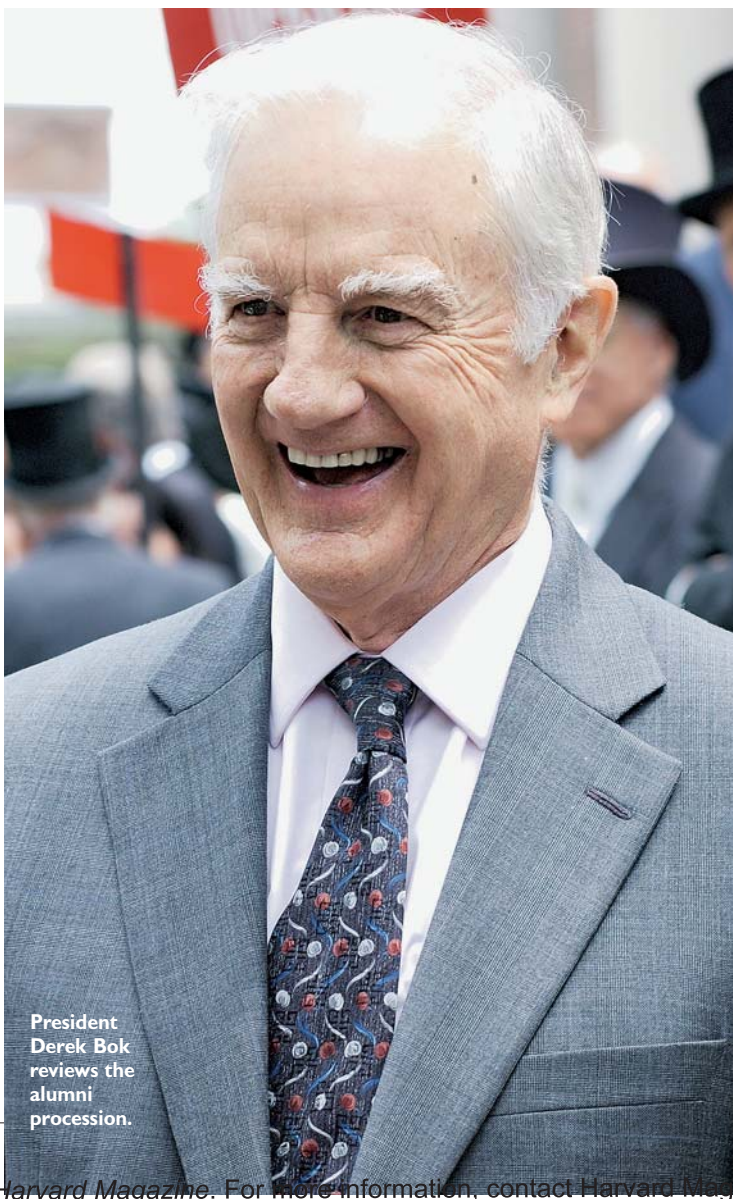
Top-Tier Teaching,” March-April, page 63).

Overall, he suggested briskly, if the proposals for change in courses, teaching, advising (now being phased in), and evaluation of student learning (his office paid for trial assessments of writing ability and critical-thinking skills) are implemented, the result will be “the most comprehensive effort we’ve had to improve undergraduate education in at least a century.”

At the May 15 FAS meeting where the faculty voted for the curriculum changes, acting interim dean David Pilbeam saluted Bok, saying that in a year when he could have read, written, and played tennis, “He took up the plow again.”

- Science. Creation of the Harvard University Science and Engineering Committee (HUSEC), Bok said, signals “completely different ways of organizing and thinking about science” here (see “For Science and Engineering, New Life,” March-April, page 65). The oversight committee—drawn from FAS, the medical and public-health faculties, affiliated hospitals, and new units based in future facilities in Allston—and funding of an interfaculty department (developmental and regenerative biology) for the first time take Harvard beyond individual faculties and their departments to facilitate interdisciplinary science.

Bok emphasized “how hard the faculty worked” to bring HUSEC into being, sorting out difficult issues and paving the way for “really first-rate, exciting science.” The result, he said, creates a “hugely important blueprint” not only for Allston, but for science investments across the University, with a structure and decanal involvement to steer those programs productively. Along the way, according to an informed observer, Bok worked to rationalize earlier science



President Derek Bok reviews the alumni procession.

Photograph by Stu Rosner

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initiatives with ambiguous governance and unfunded financial needs—some of them potentially very large.

• Allston. Bok said he sought to “maintain momentum” in Allston—an opportunity initially glimpsed during his first presidency, when Harvard began purchasing property beyond the Business School in the late 1980s. Publication in January of the master plan for campus development, for regulatory review by Boston, was an important milestone (see “Harvard’s 50-Year Plan,” March-April, page 58). So were the designs for the first science complex and a proposed building for the University art museums. Bok hailed those developments as an “impressive achievement” by the “immensely capable” Christopher Gordon, chief operating officer of Harvard’s Allston Development Group.

Now that Harvard affiliates can envision Allston, Bok said, they no longer regard it as remote, and are eager to locate in the new campus. HUSEC’s view of “the science that will go there” will help to determine the timing of what is built and the best way to integrate those decisions into an attractive, effective community.

Proceeding carefully will matter, in light of prospective costs Bok called “pretty remarkable.” He credited Gordon with trimming the price tag for the first science facility—four linked buildings totaling about a million square feet—by \$300 million from estimates based on the initial design. (Gordon told a Harvard Alumni Association gathering in early May that ground-level parking for users of the building would cost \$3,000 to \$4,000 per car, compared to \$160,000 for each space constructed under-

ground in Allston’s marshy soil.) The decision to build a single new art museum—compared to an earlier plan to fit up temporary swing space, and then to construct a permanent successor building—probably in part reflects Bok’s view of appropriate spending for the project.

AS HE PREPARED for his service as interim president, Bok said in early May, friends called up to commiserate and offered “forbidding assessments of what everything would be like.” Now, with much of the work behind him, he said it had been a positive, productive experience, “a privilege and a treat to do whatever I could to settle the place down some after stormy years” and to focus on central priorities. “What really lighted up my day? Seeing that kind of loyalty I saw before—people

Developing Deans, Calendar Consensus

Beyond what he characterized last October as a “formidable agenda” of substantive work, Derek Bok pursued less publicized ways to improve Harvard’s operations, from the grooming of future deans to the seemingly mundane matter of aligning the schools’ academic calendars.

In his October briefing, Bok referred to academic leadership as a “strange and baffling phenomenon.” Scholars are not selected for their management skills, and academic institutions do little succession planning or development for potential deans or other senior administrators. Too often, he said, those appointed to such positions are thrown into the job with no training or support—as he was (Bok became Harvard Law School dean at age 37). The issue was timely because Bok’s successor would have to appoint new deans of arts and sciences, medicine, and design, and at least one vice president.

Accordingly, Bok took two actions. To address the problem of “bench strength,” he asked three deans to explore ways of “developing some potential successors” and of providing future deans with orientation materials, briefings, and even continuing advisory services while they are in office. The effort was led by the Business School’s Jay O. Light; that school appoints senior associate deans (for curriculum, faculty development, external relations, and international development) who help manage the institution and form a pool of faculty members experienced in administration. Working with Light were the Graduate School of Education’s Kathleen McCartney and the Radcliffe Institute’s Drew Gilpin Faust. Once the latter was named president-elect in February, Bok said, the need for any formal report from the group disappeared; instead, its findings

are directly relevant to Faust’s searches and her work with her eventual decanal team.

Meanwhile, to advance the pending searches, Bok organized advisory committees and winnowed lists of candidates for each position, seeking a dozen or so prospects for his eventual successor’s consideration. (As her move into Massachusetts Hall on July 1 neared, Faust indicated that she was proceeding rapidly in her searches, taking advantage of the work Bok had initiated; see pages 67 and 69 for early results.)

In addition, Bok circulated a May 2 letter to the community soliciting views on moving Harvard toward a common calendar, with classes beginning in early September, exams ending before the December break, coordinated Thanksgiving and spring vacations, and a late-May end to the academic year (including Commencement). The president, provost, and deans embraced such a proposal in 2004, but deferred implementation while curriculum reviews proceeded. Now, Bok said, the deans, Overseers, and particularly the Undergraduate Council (whose constituents want a winter break unencumbered by exams) have again expressed support for such a calendar change. All mention the benefits to students of cross-registering in courses at different Harvard schools (impractical now) and at MIT; opportunities for professors to teach in other Harvard schools; and increased options to study abroad, to work or intern in the summer, and to schedule athletic competitions. (For details about the new calendar adopted on June 6, see www.harvard-magazine.com/go/calendar_reform.)

Last September, Bok moved to change deadlines for applications to the College (see “Adios, Early Admissions,” November-December 2006, page 68). By taking on another such issue late in his tenure, he spared his successor a headache, while making good use of the political capital at his disposal during his interim presidency—as he had expressed a willingness to do.

willing to step up and help the institution when it needed them.”

In 1971, Bok recalled, the dominant images of Harvard were of students occupying University Hall, faculty members who refused to talk to one another, and alumni disengaged from the institution. During the first two-thirds of his administration, the stock market was flat and inflation regularly exceeded investment returns on the endowment.

But today, he said, “The focus is really on all the things we *can* do in the future and making good choices to capitalize on these opportunities as best we can.” Among the intellectual possibilities, he cited science and international activities—and the strengths of Harvard’s faculty and administrators to realize them. Bok said he was “very pleasantly surprised” by the quality of candidates for tenured appointments, and pleased by “some real success in encouraging the development and the promotion of younger people” without compromising standards. Though the costs of building and operations are markedly higher, the University’s financial position is healthier still.

His self-effacing style and dry humor may have helped members of the Harvard community focus on their individual and collective roles in making the most of those assets. In January, the general-education and teaching task forces issued their reports, the Allston plan was released, and HUSEC was established and funded. All reflected work Bok had guided or encouraged, but none was particularly publicized in his name. As he presided at FAS faculty meetings, Bok helped defuse tensions in a way that advanced discussion. In March, when a professor inquired about foreign-language requirements, Jeremy Knowles suggested the matter would be studied by his successor, prompting Bok to comment, “Expertly dodged, I think,” and eliciting laughter. In May, having navigated most of the academic year with no unexpected business having arisen during the “question period” docketed for each meeting, he observed, “I have an unbroken record of being unquestioned by the faculty this year, which I will cherish.”

While Bok prepared for the unusual circumstance of conferring an honorary degree on his successor-plus-one and immediate predecessor, in (continued on page 64)

HARVARD PORTRAIT



Annette Lemieux

Though she’s been called a conceptual artist, “That’s just for lack of a better term,” says Annette Lemieux, professor of the practice of studio arts in the department of visual and environmental studies. Maybe “mixed-media artist” comes closer; think Robert Rauschenberg. Lemieux’s pieces range from *Two Vistas*, a 17-by-67-foot mural of clouds, to *Hey Joe*, eight wooden charger rifles grouped in a vertical bouquet with pink carnations stuck in their barrels. Her works tend to be life-sized, like *The Great Outdoors* (1989), an old black-and-white postcard enlarged into a background vista for an actual Adirondack chair, table, and lamp. “I want to break down the barrier between the viewer and the work, and take you to the actual space and time of the piece,” she explains. “I’m not interested in illusions.” Her family of origin is both Roman Catholic and military; early on, she used icons like crosses and flags “to create a dialogue with the audience.” Trained as a painter at Hartford Arts School (B.A., 1980), she worked in New York for a decade, taught at Brown, then came to Harvard in 1996. Husband Erik manages business authors, and Lemieux gardens at their Brookline home. After 9/11, she temporarily turned away from political pieces like *Stampede*, a riff on Nazi goose-stepping, to “comfort art,” including a 64-inch pillow. (“I am 64 inches,” she explains.) Her studio courses include “Building Thought” and “Post Brush,” whose students, unexpectedly, moved beyond works on paper to mixed media. “You can do anything possible, as long as it’s good,” Lemieux says. “You can’t stop an idea.”

Managing Harvard: A New Deal?

EDITOR'S NOTE: *President Derek Bok, who wrote annual reports on the University during his service from 1971 to 1991, did so again at the end of this year of interim service. The report begins with a review of the year's events and ends with discussions about teaching, assessing student learning, and developing future academic leaders at the decanal level—issues covered as well in a conversation with Bok, published on page 59. His written observations on how Harvard might better manage itself in pursuit of its academic mission are excerpted here. The full 33-page text is available at www.harvardmagazine.com/go/Bok_report07.*

ARE UNIVERSITIES, as currently organized and governed, truly capable of responding quickly and effectively enough to the challenges that confront them? Skeptics are not difficult to find. As I was once told by a wise older colleague, the late Milton Katz: "Leading a large university is like trying to steer a dog by its tail." Recent reports on higher education make much the same point, albeit in less colorful language. A group of past and current presidents from major research universities has announced that "many observers of university life (including the authors) believe that the environment is now changing too rapidly and some external constraints, like the financial constraints, have become too strong to maintain the present decision process."...[A] report from the National Commission on the

time to engage in widespread faculty consultation without missing out on important opportunities. As the former president of the University of Michigan, James Duderstadt, puts it: "The academic tradition of extensive consultation, debate, and consensus building...will be one of our greatest challenges, since this process is simply incapable of keeping pace with the profound changes swirling about higher education."

Such pronouncements sound plausible; they play upon a pervasive unease that changes are sweeping over America that existing institutions are unable to address adequately. Nevertheless, the diagnosis does not ring true to my experience. In four decades of observing the world of higher education, I have yet to encounter a significant problem that developed at anything approaching...a speed too rapid to allow for thoughtful deliberation....

Looking further at proposals to strengthen the hand of those in charge, I suspect that they proceed from an unspoken premise

that unilateral decisions by the leadership will somehow be bolder, sounder, and more creative than decisions arrived at through faculty debate.... Countless tales have been told through the years about the inherent conservatism and political infighting of university faculties. When asked why he gave up the Princeton presidency to enter public life, Woodrow Wilson famously replied that he "left the hard politics of Princeton for the easier politics of Washington."...

It is certainly true that professors can resist change and that, like most human beings, they are often loath to give up their prerogatives. For all that, however, American universities have fared quite

well over the past 50 years, the very period when faculty power reached its zenith.... Moreover, when I try to recall serious errors of judgment on the part of universities, I find it easier to think of examples beyond the customary purview of faculties, such as the excesses of intercollegiate athletics or the money lost through expensive forays into for-profit distance education, than to list comparable mistakes at the hands of professors.

It is also well to remember that there are severe limits to what one can accomplish by adding power to the administration. In universities like Harvard, where professors do not belong to unions, the most important activities under faculty control have to do with teaching and research.... No one ever raised the level of scholarship by ordering professors to write better books, nor has the quality of teaching ever improved by telling instructors to give more interesting classes. In these domains, good work depends on the talent and enthusiasm of professors. Much of the time taken up by faculty deliberation, however frustrating it may seem, is...a necessary process for generating the sense of ownership and shared commitment that is needed to elicit the best teaching and research....

A much more substantial issue about increasing the effectiveness of universities involves the appropriate division of authority between the center and the several faculties. Among universities, Harvard has long been known for its high degree of decentralization. The president can hire and fire the deans and review appointments to tenure, and the central administration must approve the budgets of the faculties and their plans to launch new fund drives and construction projects. Within these limits, however, the several schools have traditionally enjoyed great autonomy in devising their own curricula, setting priorities for teaching and research, hiring and deploying their administrative staff, buying supplies, and more.... [D]eans are largely responsible for raising their own revenue and keeping their budgets balanced. As long as they do so successfully, they are left relatively free to develop in the way they see fit.

By most indications, Harvard has pros-

No one ever raised the level of scholarship by ordering professors to write better books.

Academic Presidency has concluded: "At a time when higher education should be alert and nimble, it is...hindered by traditions and mechanisms of governance that do not allow the responsiveness and decisiveness that the times require."...

Such questions have been much on my mind this year as I have worked my way through my brief, unanticipated return to academic administration.

Listening to discussions about reorganizing universities, I have discovered that much of the talk comes down to a desire to expand the power of university leaders at the expense of the faculty.... The most common justification is that the world is changing so fast...that there is simply no

pered under this arrangement. By keeping power so decentralized, the University has given responsibility to those most knowledgeable about the different fields and programs in which its intellectual work goes on. The quality of academic decision-making has probably benefited as a result. Experience also seems to show that the added burdens placed on the deans to raise their own revenue and balance their budgets and the granting of greater authority in return for greater responsibility have made the job more interesting...

[Bok then discusses ways in which the central administration can use unrestricted funds, the president's time, and other resources to help schools for the lower-paid professions, which have difficulty raising money. He also cites some administrative benefits of centralization: in reviewing schools' increased hiring of nonacademic staff; in securing efficiencies in purchasing supplies or processing checks; and in coordinating academic calendars. He then turns to the governance of intellectual matters, such as the recent work to facilitate interdisciplinary scientific research and teaching across the University.]

THESE REFORMS represent a departure not only from traditional forms of academic organization but from familiar ways of addressing...centralization and decentralization at Harvard. Instead of taking power from the faculties and giving it to the central administration, the changes create new forums drawn from the center and the faculties to provide the mix of people best qualified to address the problems to be solved. In the case of the new committee on science and engineering, the proper mix consists of professors who can weigh the potential importance of new fields...and administrators who also understand the financial implications of pursuing such opportunities...

The challenge now will be to convince...deans that new interdisciplinary programs are not merely exotic creatures of the central administration but important extensions of the faculties involved that enhance their stature and deserve their willing...support.

In the longer run, it seems unlikely that

the process just described will be confined exclusively to the sciences.... [T]eaching and research on environmental issues bring scientists together with faculty from the Law School, the Business School, and the Kennedy School. Efforts to teach leadership and administration in the public sector could profit from increased cooperation among faculty members from the School of Education, the School of Public Health, the Business School, and the Kennedy School....[C]ollaboration of this kind, however, could easily stumble over problems similar to those that have bedeviled life scientists, causing...wasteful, disconnected, and duplicative efforts in several parts of the University. To avoid such difficulties, some forms of University-wide structure may be needed....

In addition...the central administration is working with the faculties to foster a more comprehensive planning process.... The Corporation and the University Budget Office have long exercised responsibility for reviewing and approving the budgets for the various faculties and other units within the institution.... More recently...the process has been enlarged to include a broader dialogue with individual faculties over plans and priorities....

[These larger discussions] reflect a growing realization that an ongoing conversation between the center and the separate faculties and units can produce better results than allowing the constituent parts to develop pretty much as they please so long as they do not run deficits....

Weaknesses in planning can be costly. For example...similar programs [may] emerge in several faculties, resulting in duplication of effort and even competition to recruit new professors and raise additional funds. Our work in health policy and administration offers a case in point. Today, units in this field exist in the School of Public Health, the Medical School, the Kennedy School, the Business School, and the Massachusetts General Hospital, with an added professor or two in the department of economics and even the Law School.... Granted, such duplication is not always harmful. Still...without adequate coordination, the odds are great

that the whole will be considerably less than the sum of its parts.

The central administration lacks the knowledge to overcome these problems by itself. Faculties will always possess superior knowledge to perceive opportunities, identify needs, and set academic priorities. What the center *can* do is to engage the faculties in a planning process that allows it to ask questions, raise legitimate issues, and help to avoid unwitting errors and short-sighted, expedient decisions. Fortunately, the elements of such a procedure are already visible in the planning process recently instituted between the center and the faculties to ensure that incremental funds resulting from the stellar performance of the Harvard Management Company are spent on basic priorities and not frittered away on matters of lesser importance. Gradually, the process is evolving to include such other matters

What the center can do is to engage the faculties in asking questions and raising issues.

as a review of projected growth in student enrollments, faculty appointments, and size of staff. Once again, however, the trend has less to do with taking power from the faculties and giving it to the center than with creating new forums that bring a wider range of views to the process. If conducted properly, the resulting discussions should do a better job of avoiding mistakes and costly oversights while encouraging the University to grow and develop in prudent ways.

[Having "exhausted my slender stock of suggestions, drawn from a quarter century of administration at Harvard," Bok offered thanks to the Governing Boards, alumni, and faculty, and declared himself] heartened by the realization that much that I care about has come to pass during my brief return to Massachusetts Hall. I leave with gratitude for all those who made this progress possible, with high hopes for the administration that will succeed me, and with renewed appreciation for the special love so many of us have for this remarkable institution.

(continued from page 61) the presence of his new successor (see page 51), he readied one last surprise for Harvard. At the outset of his interim presidential year, he made it clear that he would focus his energies—he is 77—on matters close at hand, not the travel and fundraising expected of university leaders today. But he used his evenings, in part, to revive his custom of writing an extended annual report on some matter of University import. And so

it was on June 7 that he published a report on Harvard governance and organization—a final gift to the institution, honed by his 21 years of experience as president and 15 years of writing and reflection, often about higher education. (See page 62 for excerpts and a link to the full text.)

As befits a president who counsels leaders to leave plenty of room for their successors, he has planned to spend his final day in office far from Cambridge. On June

30, his wife, Sissela Bok, is to give the commencement address and receive an honorary degree from the American College of Greece, in Athens. Then, the Boks intend to vacation in Crete and plunge into new writing projects.

Of the job awaiting Drew Gilpin Faust, preparing to move down Garden Street from Fay House to Massachusetts Hall, Bok said, “It’s a wonderful time for a president to come in.”

University People

One for the Books

Robert C. Darnton '60, JF '68, Davis professor of European history at Princeton, became Pforzheimer University Professor and director of the Harvard University Library, effective July 1, succeeding Sidney Verba in both capacities. Darnton, a former Rhodes Scholar, MacArthur Fellow, and



Robert C. Darnton

chevalier of France's Légion d'honneur, has published widely on the literary world of Enlightenment France. He has also directed Princeton's Center for the Study of Books and Media—he is a founder of the study of books as a distinct historical subject—and is a trustee of the New York Public Library. In his new capacity, he will be responsible for coordinating policy among the University's many libraries, and for central library functions such as extensive digital initiatives, preservation, and off-site storage at the Harvard Depository. Separately, friends of the libraries established a \$2.5-million endowment in Verba's honor, to be used flexibly to support high-priority projects throughout the library system.



Sidney Verba

Economics Acclaim

Professor of economics Susan C. Athey, who came to Harvard from Stanford in



Susan C. Athey

2006, has become the first woman awarded the American Economic Association's John Bates Clark Medal. The award, conferred every two years, recognizes the nation's most promising economist under the age of 40; of the 29 previous winners, 11 have been named Nobel laureates. Harvard's roster of medalists also includes the late Warburg professor of economics Zvi Griliches, Eliot University Professor and past Harvard president Lawrence H. Summers, and professor of economics Andrei Shleifer. Athey has conducted research that ranges from theoretical inquiries to studies of the conduct of auctions and the career paths of academic economists.

Guggenheim Grantees

Faculty members who have won 2007 Guggenheim Memorial Foundation fellowships include professor of government Daniel Carpenter, who also directs the Center for American Political Studies; professor of urban design and planning theory Margaret Crawford; Watts professor of music and professor of African



Daniel Carpenter



Kay Kaufman Shelemay

and African American studies Kay Kaufman Shelemay; Ditson professor of music Anne C. Shreffler; and McKay professor of computer science and applied mathematics Salil P. Vadhan.



Anne C. Shreffler

National Academy Notables

Five faculty members have been elected to the National Academy of Sciences: Michael B. Brenner, Bayles professor of medicine; Gerald Gabrielse, Leverett professor of physics; Curtis T. McMullen, Cabot professor of the natural sciences; Jonathan G. Seidman, Bugher foundation professor of genetics; and Clifford J. Tabin, professor of genetics.



Michael B. Brenner



Gerald Gabrielse

Ethics Emissary
Stanton professor of the First Amendment Frederick Schauer, of the Kennedy School of Government, will be the new director of the Safra Foundation Center for Ethics, President Derek Bok announced in April. Schauer succeeds Whitehead professor of political philosophy Dennis F. Thompson, the University-wide center's founding director, who is completing 20 years of



Frederick Schauer

College Curriculum Change Completed

DURING THE SECOND weekend in May, just before the Faculty of Arts and Sciences (FAS) met on May 15 for its final discussion of a proposed new general-education component of the undergraduate curriculum, the *New Yorker* mailed its new weekly issue to subscribers. The lead Comment item, ti-

tled "The Graduates," was a reflection on the meritocratic scramble to get into college, and students' experience there, written by Louis Menand, Bass professor of English and American literature and language and a staff writer for the magazine. Of local interest, he co-chaired the task force that drafted the general-education proposal, then facing its sixth consecutive week of review by a faculty that usually meets monthly—a sign of the engagement

in rethinking undergraduate study, and the difficulty of refashioning it.

During the debate, Menand and other task-force members kept silent, deferring to colleagues. But it is impossible not to sense some of what he and they intended in his *New Yorker* essay, when he wrote of college, "One thing that might be hoped for...is that, somewhere along the way, every student had a moment of vertigo (without unpleasant side effects). In commencement speeches

service; he, too, was appointed by Bok (see "Ethics in Practice," May-June, page 58). While Schauer is at Oxford during the coming academic year, professor of ethics and public policy Arthur Applbaum will serve as interim director.

Honored Instructors

Five Faculty of Arts and Sciences members have been named Harvard College Professors, an annual honor conferred for outstanding teaching: Luis Fernández-Cifuentes, Friend professor of Romance languages and literatures (and chair of the department); David Haig, Putnam professor of organismic and evolutionary biology; Jennifer L. Hochschild, Jayne professor of government and professor of African and African American studies; David R. Liu, professor of chemistry and chemical biology; and Peter V. Marsden, professor of sociology. Hochschild, professor of health policy and management Robert Blendon, and associate professor of medicine Raghu Kalluri were also recognized for excellence in mentoring graduate students. Glenda Carpio, assistant professor of



Peter V. Marsden

African and African American studies and English and American literature and language, and assistant professor of history Alison Frank were the junior faculty members cited for their outstanding undergradu-

ate teaching. Finally, a new category of awards, established by Stranahan distinguished professor of pediatrics David G. Nathan '51, M.D. '55, and his wife, Jean Nathan, in honor of President Derek Bok, recognized five doctoral students for their outstanding performances as undergraduate teaching fellows or teaching assistants: Rachel Eaton, Paul Edlefsen, Jennifer Ferriss, Kelly Heffner, and Brandon Tilley.

A Baker's Dozen Fellows

Thirteen faculty members were elected fellows of the American Academy of Arts and Sciences: Nancy C. Andrews, Minot professor of pediatrics; David Blackburn, Coolidge professor of history; David Cutler, Eckstein professor of applied economics; Leo Damrosch, Bernbaum professor of literature; Lars Hernquist, professor of astronomy; Thomas W. Lentz, Cabot director of the Harvard University Art Museums; N. Gregory Mankiw, Beren professor of economics; Venkatesh Narayanamurti, dean of the

School of Engineering and Applied Sciences; Richard J. O'Connell, professor of geophysics; E. Roger Owen, Meyer professor of Middle East history; Joshua R. Sanes, professor of molecular and cellular biology; James H. Sidanius, professor of psychology and of African and African American studies; and Junying Yuan, professor of cell biology. A foreign honorary membership was conferred on Rem Koolhaas, professor in practice of architecture and urban design.

Stellar Social Scientists

Thomas professor of government and sociology Theda Skocpol, who concluded her service as dean of the Graduate School of Arts and Sciences on June 30, has been awarded the Skytte Prize in Political Science, the highest international prize in the field. She was cited for her work on the influence of the state on political life. Malkin professor of public policy Robert D. Putnam and Pforzheimer University Professor Sidney Verba have also won the prize, which includes a \$72,000 cash award, in recent years. Separately, Hariri professor of international political economy Dani Rodrik, of the Kennedy School, has been awarded the first Albert O. Hirschman [LL.D. '02] Prize by the Social Science Research Council, recognizing his work on development economics.



Luis Fernández-Cifuentes



David Haig



Jennifer L. Hochschild



David R. Liu



Glenda Carpio



Alison Frank



James H. Sidanius



Theda Skocpol

Yesterday's News

From the pages of the *Harvard Alumni Bulletin* and *Harvard Magazine*

1922 Harvard Athletic Association members Fred W. Moore '93 and Frank S. Knapp purchase the capital stock of Leavitt & Peirce Inc., the Cambridge smoke shop and pool and billiard parlor which for 39 years has been "the unofficial 'headquarters for Harvard men.'" The store will continue to allow football and baseball players free use of the pool tables during their respective seasons—and freshmen still won't be allowed to play billiards, by order of the upperclass clientele.

1952 Summer-school enrollment at Harvard and other universities slumps 20 to 30 percent, in part, suggests the *Alumni Bulletin*, because the Selective Service has ruled that nine months of schooling a year will maintain a student's status for deferment purposes.

1957 The first joint commissioning ceremony of Harvard navy, army, and air force ROTC units occurs in Sever Quadrangle.

1962 The *Bulletin* reprints an excerpt from a letter in the recent *Yale Alumni*

Magazine criticizing that university for honoring John F. Kennedy '40: "My Yale degree can no longer call forth my full pride, now that a similar honor is held, unearned, by a pathetic product of Harvard who regards individual human freedoms in this nation as mere hindrances to his determined experiments toward a planned socialist state."

1967 Institute of Politics scholars studying the draft system recommend higher pay for draftees and enlistees, abolition of special deferments for students and teachers, and a lottery to determine "who should serve when not all serve."

1972 Women for the first time top the winners' lists in alumni election results. Marina von Neumann Whitman '56 joins the Board of Overseers with 23,652 votes. Muriel Sutherland Snowden '38 becomes an Alumni Association director with 24,034 votes, the most ever cast for a nominee in either race.

1997 In accordance with Harvard's nondiscrimination policy, the University's Board of Ministry recommends that same-sex blessing or commitment ceremonies be permitted in Memorial Church.

and the like, people say that education is all about opportunity and expanding your horizons. But some part of it is about shrinking people, about teaching them that they are not the measure of everything.... We want to give graduates confidence to face the world, but we also want to protect the world a little from their confidence. Humility is good."

The faculty's vote on May 15—168 in favor, 14 opposed, 11 abstentions—puts in place a new set of course requirements as the successor to the current Core curriculum (see "General Education, Finally Defined," March-April 2007, page 68). The new curriculum aims to connect a student's "liberal education" with "life beyond college," prescribing a one-semester course in each of eight areas (see page 68).

The faculty intends this work to prepare students for "civic engagement"; to teach them to "understand themselves as products of—and participants in—traditions of art, ideas, and values"; to ready them to "respond critically and constructively to change"; and to develop their "understanding of the ethical dimensions of what they say and do." The ways in which each area of study are expected to achieve these goals are specified in the motion the faculty adopted; the full text, which also covers the rationale for the program and its administrative apparatus, appears at www.harvardmagazine.com/go/gen_ed.

ARRIVING AT THIS POINT was not easy. The curriculum review as a whole has taken four years. In that time, students have been presented with new options for study abroad, secondary fields (minors), foreign-language citations, revamped introductory courses in the sciences and humanities, and lessened concentration requirements. They have been given more time to choose their major fields of study, accompanied by much-enhanced academic advising to help them make their decisions (see page 68).

But getting faculty members, who specialize in disciplines, to agree on a successor to the Core was the toughest challenge. During the last, intense meetings over general education, serious debates took place about the role of historical study, foreign languages, and other fields. (Many of these concerns were addressed

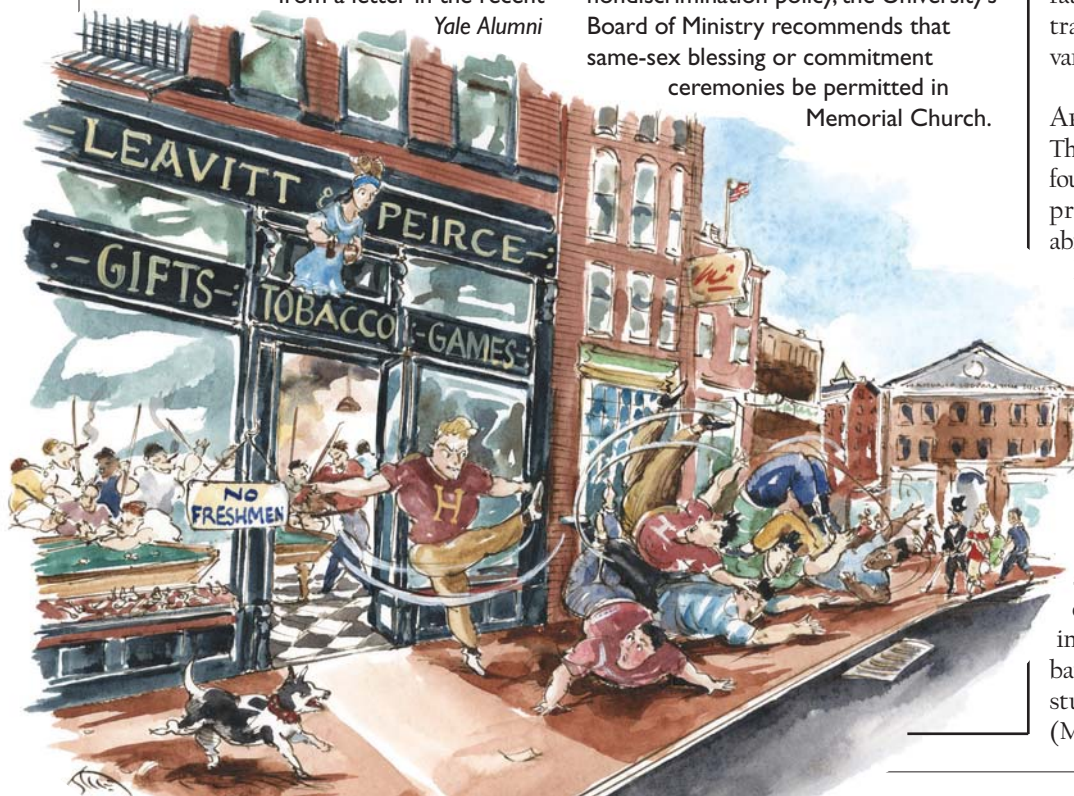


Illustration by Mark Steele

Arts and Science Transitions

The beginning of the end of a period of instability in the leadership of the Faculty of Arts and Sciences (FAS) came on June 4, when President-elect Drew Gilpin Faust announced the appointment of Michael D. Smith as dean, effective July 15. Smith succeeds Jeremy R. Knowles, who had served from 1991 through 2002 and then agreed in May 2006 to resume the post on an interim basis at the request of interim president Derek Bok. (The two men filled the vacancies created by the resignations of President Lawrence H. Summers and Dean William C. Kirby in early 2006.)

But illness forced Knowles himself to step down in April, during the faculty's strenuous debates on revising the undergraduate general-education curriculum (see page 65). His successor, Ford professor of human evolution David R. Pilbeam, served on the FAS task force whose recommendations shaped the legislation under discussion; he was previously associate dean for undergraduate education, and led recent efforts to improve academic advising. That experience helped secure FAS enactment of the general-education proposal in a May 15 vote.

Smith earned a B.S. in electrical engineering and computer science from Princeton in 1983, worked at Honeywell Information Systems designing computer chips, and then completed his Ph.D. in electrical engineering from Stanford in 1993. He became an instructor at Harvard in 1992, assistant professor in 1993, associate professor in 1997, and McKay professor of computer science and electrical engineering in 2000. Since 2005, he has been associate dean for computer science and engineering as FAS's Division of Engineering and Applied Sciences began its transition into the School of Engineering and Applied Sciences.

He teaches Computer Science 50, the demanding introductory course, and is a member of Harvard's Center for Research on Computation and Society, which involves faculty from several schools. Smith is also a steering-committee member for the initiative in innovative computing; co-director of the FAS-Harvard Business School doctoral program in information, technology, and management; and co-founder, chief scientist, and chairman of Liquid Machines, a software company that provides security services for computer data. A four-year letterman on Princeton's swim team, Smith has chaired the FAS standing committee on athletic sports. One of his research collaborators has been Higgins professor of natural sciences Barbara J. Grosz, dean of science at the Radcliffe Institute for Advanced Study, who succeeds Faust there (see page 69); that connection helped Faust and Smith come to know each other.

In her statement, Faust cited his "deep concern for undergraduates," from the classroom to athletics, and his experience as "an energetic administrative leader with an engaging curiosity and an open, collaborative approach to setting priorities and moving things forward." In his own statement, Smith pledged to "work



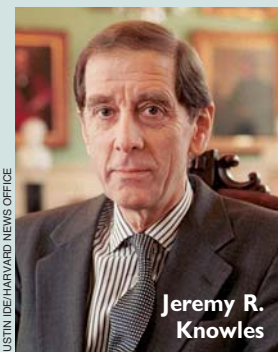
Michael D. Smith

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tirelessly to cultivate" the faculty's "diversity, strength, and intellectual energy." Addressing his colleagues at a faculty reception, he cited "our responsibility to each other" to serve the whole community in making FAS, and Harvard, "the most exciting" learning enterprise in the world. Both Faust and Smith praised Bok, Knowles, and Pilbeam, whose leadership, Smith said, had been "essential to bringing us back together."

Smith himself will have much to do. The Graduate School of Arts and Sciences deanship is open. And FAS secretary and associate dean David B. Fithian, who helped manage faculty meetings and legislation during the decanal transitions, has departed, too, to become secretary of the University of Chicago.

During the year, Knowles had published letters explaining FAS's finances and the expansion of the professoriate (see "House-Poor," January-February, page 58, and "Growth Spurt," May-June, page 62), as a basis for common understanding while faculty members and their new leader shape FAS's future agenda. He also oversaw the long debate on general education, and worked with a separate task force on improving teaching and pedagogy. Both initiatives await implementation, within the faculty's fiscal constraints. Smith's administrative and business experience could help there—as could his exposure to the venture-capital community, when FAS is investing heavily in science and engineering.



Jeremy R. Knowles

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The faculty first learned that Knowles was ill at its meeting on Tuesday, April 17, when Bok announced, "[F]or some time, Jeremy has been battling prostate cancer." Knowles had had a "setback," resulting in "acute and persistent pain." In a message circulated that evening, Knowles wrote that "more complicated" conditions necessitated "more aggressive treatment," but that he hoped to be back soon. Five days later, reflecting the severity of his metastatic cancer, he was succeeded by Pilbeam.

At the reception for Smith, Faust reported that she had discussed the new appointment with Knowles, who said he would "give his eye teeth" to help his successor get settled. Some of the qualities the faculty look for in their new leader are sketched in a concluding paragraph of President Bok's annual report (see page 62), where he paid "special tribute to Jeremy Knowles," whose resumption of his FAS responsibilities "set an example of selfless service that none of us who know and care for him will ever forget."

with amendments.) Alford professor of natural religion, moral philosophy, and civil polity Thomas Scanlon voiced a minority concern that the curriculum, by emphasizing the connection between the rest of students' studies and their lives, was insufficiently scholarly, perhaps even anti-intellectual. Former dean of Harvard College Harry R. Lewis, McKay professor of computer science, lamented that the general-education proposal, whose rationale and substance he applauded, was considered apart from the rest of the curriculum, and thus was "too much of a good thing." Its eight requirements exceed the seven in the Core, and so have the effect of lessening student choice, countering one of the chief aims of the curricular review as a whole.

Sorting out how, exactly, general education will work—what courses will qualify, how they will relate to other departmental offerings—will be a demanding task. It is entrusted to a new standing committee, chaired by a senior faculty member (as the Core committee is not), but not the FAS dean, and composed of faculty as well as student representatives.

Interim president Derek Bok hailed the faculty's vote—along with the other measures adopted in recent years—as the culmination of the most comprehensive effort to improve undergraduate education in Harvard's history. Bok spoke from experience: he has written a book on the subject, and he was president in 1978, when the faculty adopted the Core curriculum by a vote of 182 to 65.

President-elect Drew Gilpin Faust, a professor of history as well, refrained from speaking during the weeks of legislative debate and from voting, given her forthcoming role and her view that curriculum design is the faculty's domain. During the May 15 discussion, however, she did rise—prompting Bok to ask, to much laughter, "Could you state your name?" Faust advised her colleagues that it would be "my

Eight Steps to Gen Ed

- aesthetic and interpretive understanding
- culture and belief
- empirical and mathematical reasoning
- ethical reasoning
- science of living systems
- science of the physical universe
- societies of the world
- the United States in the world

privilege and my responsibility" as president to work with the future FAS dean to implement the faculty's program, and to secure the resources required to bring the newly envisioned courses into being. The undergraduate academic experience, she said, was central both to Harvard University and to her plans for her presidency.

Acting interim FAS dean David Pilbeam

immediately began soliciting the names of faculty members who will serve on the standing committee. He aims to have it established by the time Dean Michael D. Smith takes office on July 15.

The ambitious scope of its charge is perhaps encompassed in the following faculty formulation of its hopes for the College experience, including its new general-education sequence—a line of argument Menand clearly sounded both on the task force and in his popular writing: "[T]he aim of a liberal education is to unsettle presumptions, to defamiliarize the familiar, to reveal what is going on beneath and behind appearances, to disorient young people and to help them to find ways to re-orient themselves. A liberal education aims to accomplish these things by questioning assumptions, by inducing self-reflection, by teaching students to think critically and analytically, by exposing them to the sense of alienation produced by encounters with radically different historical moments and cultural formations and with phenomena that exceed their, and even our own, capacity fully to understand."

Advising Adventures

In the course of overhauling the College curriculum, the Faculty of Arts and Sciences (FAS) deferred undergraduates' selection of a concentration—their major field of study—from the end of freshman year until the end of their third semester. The intent was to give students more freedom to explore their interests through freshman seminars and electives. At the same time, FAS members wanted to ensure that students could make more informed choices; they worried particularly about those pursuing science and engineering concentrations, which often require not only a sequence of courses, but also a larger number of courses than are mandated by other fields. The faculty therefore directed that a new academic-advising mechanism be created at the end of freshman year by the College's new Advising Programs Office. We asked two first-year students, one relatively confident about his likely concentration and one less sure, to report on the initial "Advising Fortnight," held from April 9 through April 22.

~The Editors

"YOU HAVE TO DO ONE!" calls Rebekah Lorenz Getman from behind a pile of schedules and "Advising Fortnight" stress balls. The College's Advising Programs Office has staffed a table on the way out of Annenberg dining hall, where handfuls of freshmen are leaving lunch. Getman, the APO's program manager for concentration advising, sounds equally enthusiastic each time she explains the mandatory advising conversation to a new group of students.

"We hope it's more than one" conversation, clarifies Inge-Lise Ameer, assistant dean of advising programs, but she knows

that busy freshmen tend to prioritize tomorrow's mid-term over next year's academic schedule. The APO made the fortnight mandatory so that this year's freshmen (at least those too conscientious to lie on the on-line reporting tool) would not put off advising meetings until the days before next semester's deadline for submitting plans of study.

Ameer and Getman have also learned



Radcliffe Institute Interim Dean

Higgins professor of natural sciences Barbara J. Grosz, a computer scientist, has been named interim dean of the Radcliffe Institute for Advanced Study. She succeeds Drew Gilpin Faust, who



Barbara J. Grosz

became president of Harvard effective July 1. Grosz has been deeply involved in the Radcliffe Institute since September 2001, when she became dean of science—recruiting fellows from scientific disciplines, arranging for them to continue laboratory work as necessary, and building relationships with researchers throughout Harvard.

Science across the Schools

The Corporation has approved creating a new department of developmental and regenerative biology, the first academic department based in more than one of the University's schools. The venture, joining personnel from the Faculty of Arts and Sciences (FAS) and Harvard Medical School (HMS), is the initial result of the University's interdisciplinary science-planning efforts (see "For Science and Engineering, New Life," March-April, page 65). The new department



Douglas Melton



David Scadden

(an institutional home for the Harvard Stem Cell Institute, with the power to make faculty appointments and with teaching responsibilities) is co-chaired by Cabot professor of the natural sciences Douglas Melton and Jordan professor of medicine David Scadden. It is expected to be based in the first new Harvard science building in Allston. Separately, President Derek Bok appointed the members of the Harvard Uni-

versity Science and Engineering Committee, the oversight and administrative body endorsed and funded by the Corporation in January; it is chaired by Provost Steven E. Hyman and includes the deans of FAS, HMS, and the schools of public health and of engineering and applied sciences; the Radcliffe Institute's dean of science; several faculty members; and representatives from five Harvard-affiliated hospitals and

Brevia



MASS HALL MOVES. Massachusetts Hall, home both to Harvard's president during working hours and, on its upper floors, dorm rooms for 18 to 24 freshmen, was sold by the Faculty of Arts and Sciences to the University's central administration a year ago. The sale had long been rumored; the president's immediate staff is shoehorned into the office space, and the provost's and vice presidents' staffs are housed in Holyoke Center. It is unknown whether the upper-floor space will be renovated into offices, as was planned a couple of years ago; for now, according to Harvard College dean Benedict H. Gross, the plan is to use the student rooms for upperclassmen or for temporary residential swing space. The days of housing the president below freshmen, however, are apparently over.

medical research centers. Neurobiologist Kathleen Buckley, associate provost for science, assumes added responsibility as director of academic affairs for interdisciplinary science. Financial manager Russ Porter, who had been executive director of FAS's life-sciences division, becomes associate provost and director of administration for the interdisciplinary initiatives.



Kathleen Buckley



Russ Porter

Private-Public Partnership

Harvard Business School and the Kennedy School of Government have created an integrated three-year master's-degree program. Students will earn a master of business administration/master of public policy (M.B.A./M.P.P.) degree or an M.B.A./master in public administration-international development (M.P.A.-I.D.) degree. Applicants for the program, which will enroll students in the fall of 2008, must be admitted to both schools. They will complete each school's required core curriculum during their initial two years of study, and then assemble a third year from electives plus two new integrative courses focusing on business-government collaboration. The initiative succeeds a program under which students could earn separate degrees concurrently from the two schools.

Global Health's Gates Connection

Christopher Murray, founding director of the Harvard Initiative for Global Health (see "Global Health Aims HIGH," January-February 2005, page 61), has decamped for the University of Washington. Murray, former Saltonstall professor of population policy and professor of social medicine, had hoped his research—which is focused on the efficacy of health programs—would be funded by an anti-

STEPHANIE MITCHELL/HARVARD NEWS OFFICE

STEPHANIE MITCHELL/HARVARD NEWS OFFICE

pated gift of \$100 million or more from Oracle Corporation chief executive Lawrence J. Ellison. Those funds were not forthcoming. Now a \$105-million grant from the Bill & Melinda Gates Foundation—the principal philanthropic funding source for global-health programs—will help create the Institute for Health Metrics and Evaluation, which Murray will direct.

Summers's Settlement

The University disclosed in its annual filing as a tax-exempt organization that as part of his settlement upon resignation as president last year, Lawrence H. Summers, now Eliot University Professor, received a 20-year, \$1-million loan toward the purchase of his new home in Brookline. The loan requires no payments until August 2010, payments of interest only from then until August 2014, and then of principal and interest. He also received a one-year paid sabbatical, "future salary supplements totalling less than one year's salary" when he resigned, and reimbursement for legal, moving, and miscellaneous expenses.

Nota Bene

AESTHETICS AND ECONOMICS. The little-used ground-floor economics library in Littauer Center closed in June, and will emerge as the (long-term) temporary home of the fine-arts library. That collection is being displaced as part of the preparations to renovate the Fogg Art Museum-Busch-Reisinger complex, a multiyear project scheduled to begin in 2008.

PRO ARTE. James R. Houghton '58, M.B.A. '62, Senior Fellow of the Harvard Corporation, and his wife, Maisie Kinnicutt Houghton '62, have endowed the Harvard University Art Museum's curatorship of contemporary art;

James Houghton is chair of the Metropolitan Museum of Art board, and a trustee of the Pierpont Morgan Library. Separately, David Rockefeller, S.B. '36, LL.D. '69, established the new Abby Aldrich Rockefeller curatorship of Asian art, reflecting appreciation in the endowment he created 50 years ago to create a professorship in honor of his mother, who was deeply involved in the Museum of Modern Art from its inception—a tradition that he has continued.

STRIKE SEASON. Perhaps emulating hunger strikers at Stanford and the University of Vermont, Harvard students conducted a nine-day end-of-term hunger strike in support of security guards, represented by the Service Employees International Union, who were in contract negotiations with AlliedBarton, an outside contractor. Two students were hospitalized for low sodium levels. The University restated its policy that contractors must satisfy compensation parity standards established in 2001, and agreed to audit the company's compliance, but declined to weigh in on the negotiations. Other protests during the spring resulted in the arrest by Harvard police of four students who interrupted a speech by FBI director Robert S. Mueller III at the Kennedy School—charges were dropped at the Univer-



James R. Houghton



Maisie Kinnicutt Houghton

sity's request—and a show of opposition to Attorney General Alberto Gonzales, J.D. '82, during his twenty-fifth Harvard Law School reunion. It was followed by a letter critical of his administration signed by 56 classmates and published in the *Washington Post*.

LITERARY LINK, MIND MEASURE. The Faculty of Arts and Sciences voted on April 10 to discontinue the standing committee on degrees in literature and to merge it into the department of comparative literature, under the new name of literature and comparative literature. Undergraduate degrees will continue to be awarded in literature, and graduate degrees in comparative literature. On May 1, the faculty approved changing the Mind/Brain/Behavior program from an interdisciplinary committee to a full-fledged instructional committee offering its own courses.

MISCELLANY. Enel, an Italian energy company, has endowed the environmental economics program at the Kennedy School of Government with a \$5-million gift....As of mid May, nearly 80 percent of applicants offered admission to the College class of 2011 had accepted, comparable to the prior year's result; women continue to outnumber men, 826 to 804....Final agreement has been reached to return to the Danilov Monastery in Moscow the bells now hanging in the Lowell House tower, in return for newly cast replicas (see "Bell Swap," November-December 2006, page 88); the exchange is expected to be effected in the summer of 2008....Bass professor of English and American literature and language Louis Menand will be one of 15 fellows at the New York Public Library's Cullman Center for Scholars and Writers during the 2007-2008 academic year....U.S. News & World Report ranked Harvard Business School the best graduate business program; Harvard Medical School the best research institution in its field; Harvard Law School tied with Stanford for second (behind Yale); and Harvard Graduate School of Education third (behind Columbia's Teachers College and Stanford).



INSTALLATION: SAVE THE DATE. Drew Gilpin Faust will be formally installed as president on Friday, October 12, in Tercentenary Theatre. The academic procession is scheduled to begin at 2:00 P.M., and the ceremony at 2:30.

from past years' "piecemeal" concentration fairs, in which related departments set up information tables on Annenberg's rarely visited second floor. Tonight at dinner, no one in Annenberg can miss the horseshoe of tables that cuts down the hall's hardwood floor and along its far wall. The tables seat 44 concentrations' worth of professors and undergraduate peer advising fellows (PAFs), forcing freshmen to sit on the floor or drift around the room with picnic-inspired food on plastic plates.

The dinner conversation contains some gripes about the unconventional meal, but we also discuss our concentration choices. Ariel Shaker '10 makes faces at her perverse friends who actually *want* to spend the next three years studying science or math—she's considering both English and the comparative study of religion. Many fortnight events (like "History, Government, Economics, and Social Studies: What's the Difference?") target students like her, who are sure of their academic passions but not of their specific disciplines. Michael Brenner, Glover professor of applied math and applied physics, who is applied math's director of undergraduate studies, demonstrates a similar focus when I ask him for a general pitch. "We don't have a pitch," he corrects. Brenner considers it his job to be informative; most freshmen who approach his table bring specific questions. By contrast Chenoweth Moffatt, the earth and planetary sciences (EPS) academic administrator, describes passing students as looking "uncertain, a bit dazed." She and her PAFs agree that people don't really come to college planning to study EPS, so they try to attract freshmen to the concentration, asking about their interests and then trying to find a corresponding aspect of the field. When I say that I prefer studying smaller things than the planet as a whole, Clara Blattler '08 needs only a moment before she recommends a professor who's researching climate-affecting microbes.

During the next two weeks, many students (including me) find ourselves too absorbed in work to attend as many events as we would like, but others make time to take advantage of the fortnight's offerings. On Thursday night, I attend a

seminar where six life scientists present summaries of their research. A dozen or so of us stick around for dessert, or to talk to the presenters or advisers. I ask Thomas Torello, the molecular and cellular biology (MCB) concentration adviser, about the differences between MCB and chemical and physical biology, and he explains that the main distinction involves the tools used (molecular biology versus chemistry, physics, etc.). I should read the descriptions of the concentrations in the "Advising Fortnight in the Life Sciences" booklet, and highlight key words. He recommends that I talk to lots of people, as well, because distinguishing between the concentrations depends largely on feel—that ineffable quality that these kinds of events are designed to convey.

My friend Mike Murray's turning point comes on Monday night at the Life Sciences Advising Open House. One of his prospective concentrations, biological anthropology, is at the same table as the unfamiliar human and evolutionary biology, so he ends up talking to people in both fields. He likes the advisers' enthusiasm, and now he's deciding between the two concentrations. Other students mention the value of meeting upperclassmen from different fields, or learning which concentrations allow them to take the classes they want. And some of the events are enjoyable in themselves. "This *food* makes me want to do statistics," comments one girl at that department's Asian-flavored luncheon.

On April 22, I feel no surer about a concentration than I did two weeks earlier, but the events have motivated me to make a post-fortnight appointment with a life sciences adviser. Of course no one intended the fortnight to be self-contained; even the APO's final "Thank You Celebration" doesn't feel like an end. My classmates and I, throwing darts and drinking root beer in the shiny new Cambridge Queen's Head pub where we'll socialize together for the next three years, are moving forward.

The Advising Fortnight redefined some freshmen's academic plans; for others it was a peripheral happening that, if nothing else, got them thinking about the next three years. No one seemed to object to learning more about his or her

favorite subject, although some students thought the lunchtime giveaways (pens, pads, Frisbees, water bottles, T-shirts) a bit extravagant. But sophomore Katie Beck, an APO staffer who worked throughout the fortnight, thinks the tangible propaganda was important: "It's about a cultural change." The more familiar students grow with that antiquated term and the more they talk about academic planning, the more successful next year's events will be. Perhaps in a decade the Advising Fortnight—like reading period, or the "shopping week" before students officially choose classes—will truly embed itself in the culture, and become one of those traditions that define the Harvard experience.

Joseph Patton Shivers '10 of Salem, Ohio, will join Adams House in the fall and is inclining toward a concentration in molecular and cellular biology.

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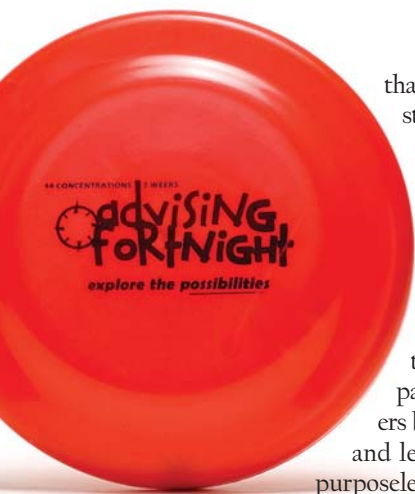
I WAS ABSENT for most of Harvard College's inaugural "Advising Fortnight."

In my defense, the whole affair was about as awkward as a middle-school dance—the sort of event that I credit with making me believe that on some occasions, in light of the potential for sweaty palms and forced conversation, absence isn't only desirable, it's situationally mandated.

And it's not that I ever had any explicit intention of letting the fortnight pass me by: there was the day in early April, for instance, when I walked into the freshman dining hall and found it turned into a display arena for the College's various concentrations. Mildly concerned that there was no place to sit and eat (all the tables were filled with departmental literature and concentration advisers), I nevertheless grabbed a few chicken fingers and some fruit on a toothpick, and—eating while I walked—resolved to give the whole thing a chance.

It was a learning experience, to be sure. Novice





that I was, I took a stride toward the social studies table before I had really gathered myself, and instantly paid the price. Was I to make eye contact with the departmental advisers behind the table and let them see the purposeless, uninformed haze in my blinkers? I knew nothing about social studies, except that it didn't sound like it involved calculus. But certainly it was too late to reel aside and pretend that I had never considered heading in that direction. In the end, I bowed my head and made a few feeble pokes at the pamphlets on the table, hoping that the advisers would choose to acknowledge me and (they asked for it!) spill the rote spiel that would justify my vague "Thank you" and subsequent retreat. Mercifully, I did improve a bit in a later foray over to a table that had been earmarked for potential classics concentrators: having had some experience of the discipline (it is my intended concentration), I was acute enough to inform a professor that I had heard Thucydides was "Ummm...hard to translate."

So it goes at advising events, where almost every question a fertile freshman mind can dream up has a readily accessible answer on line at the department website, and where both the freshmen and the tenured professors who emerge for these occasions are privy to the painful knowledge that this is the case.

Not that I came away from the fortnight with nothing but insecurities. Quite to the contrary, between my first day in the dining hall and the two weeks of events that followed, I had pressed into my eager hands an Advising Fortnight water bottle (white, with a nicely accessorized red top to match the vivid logo); an Advising Fortnight stress ball (I nabbed an extra one of these; they're good for tossing at sleeping roommates); an Advising Fortnight Frisbee (which is a poor, flimsy excuse for a Frisbee, if I say so myself); and an Advising Fortnight T-shirt (which graced my back in style and allowed me to put off my laundry duties for another couple of days).

And even without the T-shirt and the water bottle, and all the rest of the gimmicky giveaways, I was left with some favorable impressions. For the first time, I realized that departments can have a specific character; that they can be tight-knit and friendly; that like any other institution purporting to be founded on shared

interest, they cultivate a certain amount of camaraderie—I couldn't deny this as I watched the earth and planetary sciences concentrators pal around with their professors in front of the EPS display. And, in a refreshing turn for one who is often jarred by the disarming realization that adulthood is fast approaching, I was allowed to feel for a couple of weeks like a spoiled kid at a carnival, having trinkets lavished upon me in a situation arranged exclusively for my viewing pleasure.

As for that awkwardness...it feels wrong to complain, because the College does seem to try so hard at times—the Advising Fortnight being one of these—to increase student interaction with professors and thereby allay one of the most common (I would say trite) criticisms of the undergraduate experience here. I suppose C.S. Lewis put it best, however, when he wrote that "delicious drinks are wasted on a really ravenous thirst." It just seems that some fine things—including human interaction—tend to lose a bit of their appeal when they are pursued too determinedly and sought too hard. And not even a good squeeze on an Advising Fortnight stress ball is going to rectify that.

Christian Flow '10 of Baltimore will join Eliot House in the fall and plans at the moment to concentrate in classics.

THE UNDERGRADUATE

Practically Perfect in Every Way

by CASEY N. CEP '07

IN SMALL WHITE ROOMS lit by fluorescent lamps and littered with empty soda bottles or coffee cups, undergraduates often find themselves heading off to bed—or staying awake through the night—without finishing their reading for section or completing their papers for seminar. What to do, they wonder, as they sit restlessly at their desks, or settle in between their sheets—what to do when, in a few hours, they enter slightly larger classrooms, much larger lecture

halls, or smaller seminar rooms? Unprepared and uneasy, some stay home, others go but resolve to be silent, while still others shed their uneasiness on the walk to class and—without regret—fake, pretend, and act their way through the day.

Whatever the reason—the distractions of social life or the commitment of extracurriculars, the joy of performing or the stress of having to be perfectly prepared—students at the College very often find themselves without enough

time for the business of college. The pressures to do it all and to do well continue to rise, while students find themselves less and less prepared to find ways of surviving them.

"I don't think students are making choices. Instead, they are choosing to try and do everything," says Timothy McCarthy '93, senior resident tutor in Quincy House and adjunct professor at the Kennedy School of Government. "There's an increasing amount of pressure on un-

dergraduates to do everything. Students now are better at the performance of engagement than the practice of engagement." McCarthy, who has co-taught Core classes and led history and literature tutorials, adds, "We see it most in the classroom. This culture of stress and aspiration produces a lot of dissatisfaction. There are fewer and fewer students who love learning for the sake of learning than when I started teaching 10 years ago."

The pressures to be perfect and do it all are increasingly common at Harvard College, where many students take more classes than is recommended, sleep fewer hours than seems clinically possible, and join more clubs, activities, and sports than there are hours in the day.

"There are definitely a lot more opportunities for students on campus today. There are more clubs, more magazines, and then, even outside of the standard campus publications and organizations, you have people starting their own companies," says William Marra '07, who served last year as president of the *Harvard Crimson*. "Everyone wants to be the next Mark Zuckerberg [creator of the popular networking website thefacebook.com]. You see people doing really well around you, and you wonder 'Why can't that be me?'" He says this leads students to take on too many responsibilities for the limited amount of time they have in their schedules.

Marra had to deal with some effects of this hyperambition during his presidential term—corrections ran in the *Crimson* explaining misrepresentations and plagiarism. "One of our biggest stories was on plagiarism," he recounts, "and the biggest internal difficulty was plagiarism within the paper."

But even when ambition does not lead

to scandal, it can get in the way of education. Besides the overcommitted students, there are many others whose perfectionist habits leave them both unprepared and uneasy in class. "Many students here struggle with the fine line between striving for excellence and suffering from perfectionism," says Jennifer Page, a psychologist at the Bureau of Study Counsel who leads a workshop addressing exactly that problem. "In a competitive academic environment such as Harvard, it can be difficult to know when you cross that line, but there are warning signs—procrastination, paralyzing self-criticism, high stress levels, and low productivity."

"Students often enter the workshop afraid to give up their perfectionist habits," Page reports. "They're afraid of not having the right answer in class, of not passing in a paper that meets their unrealistically high standards, and of having their ideas critiqued. Often it's not

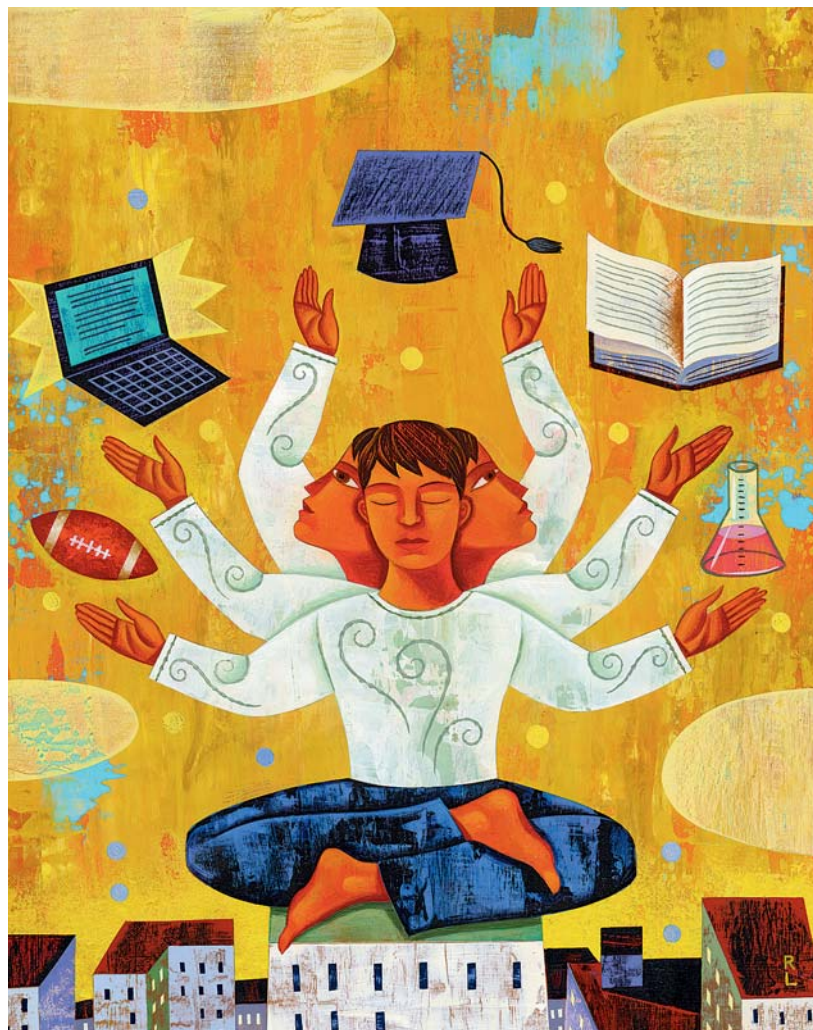
even about grades, it's about how students think others will judge or evaluate them for their work."

Bass professor of government Michael Sandel agrees. "The greatest cost of perfectionism is [that] students lose their willingness to explore and their freedom to make mistakes, both of which are essential to a liberal-arts education," he says. Rather than stressing perfection or the right answer, his popular Core course, "Justice" (Moral Reasoning 22), is designed, he explains, "to give students the opportunity to step back and reflect critically on their own moral and political convictions through argument, debate, and discussion."

"The undergraduate years are meant to be a time when students

should feel able to figure out what they believe, what they care about, and what's worth caring about," Sandel points out. "It's difficult to do that in this grip of frenzied pressure to be perfect." This ambitious and perfectionist culture distracts students, he says, leading them to strive for external rather than internal definitions of success. The vocational pressures of life after graduation have always threatened the undergraduate years, but now, he notes, those pressures have been exacerbated by the stress of the college-admissions process. "Often Harvard students emerge from their pressure-packed high-school years having internalized the drive for perfection," Sandel explains. "But real learning cannot aim at perfection, because real learning depends on making mistakes, taking risks, and bumping against one's limitations. Perfection is antithetical to a liberal-arts education."

William Fitzsimmons '67, Ed.D. '71, dean of admissions and financial aid for



the College and the coauthor of the article "Time Out or Burn Out for the Next Generation," says he has spent the last few years spreading the message that Harvard is not looking for perfect candidates: "Admissions isn't a hundred-meter dash, it's a marathon—we look for students with character and personality." He reports that the admissions office is promoting gap years to applicants as well as to those students who are admitted, and emphasizes that Harvard "encourages students to take time off, to enjoy themselves and their studies."

But the idea for this column came to me at a time when I was not enjoying my studies very much: I was leaving a section certain that no one else in the room had completed any more of the assigned reading than I had, which was very little indeed. Why none of us could admit that, why instead each of us said some unin-

formed thing about the assigned reading, I could not immediately understand. Wanting to put the best face forward, not wanting to seem unprepared, or just being too bored to sit quietly—there were many ways of understanding our behavior, but none seemed that compelling, so I started asking my peers.

Students, it seems, really do worry about how they are being evaluated in every minute of every section they attend, with every word of every paper they write. A perpetual nervousness haunts the undergraduate experience, and students' reluctance to share these worries publicly does not mean they don't exist. I have noticed it most often in section, but these pressures exert themselves on playing fields, in newsrooms, behind stage curtains, as well as in classrooms. The Bureau of Study Counsel's well-attended workshops on busyness, procrastination,

time management, and perfectionism are unfortunate reminders of the challenges undergraduates face.

And while the message of excellence without perfection may be repeated by every voice of authority within the College, that hardly drowns out the competing voices from outside the gates. Résumés, applications, and interviews all require accomplished and overachieving subjects, leaving many undergraduates without the courage or strength to acknowledge their own limitations. "The saddest part is that the College is producing more corner-cutters than risk takers," says Timothy McCarthy. "And some of the most successful people in history were miserable failures, or great risk-takers, or both." ▽

Berta Greenwald Ledecky Undergraduate Fellow and graduating senior Casey N. Cep will miss the tiny white rooms of Harvard College.

SPORTS

Rebound & Transition

Coach Tommy Amaker is the new ruler of roundball.

HARVARD HAS NEVER WON an Ivy League basketball championship. Changing that legacy, which dates from 1955 (the first year of play in the league), ranks high among the priorities of Tommy Amaker, the Crimson's new head coach of men's basketball, who met local media, fellow coaches, and supporters at a press conference, complete with brunch, in mid April. "I'm excited about coaching in the Ivy League," said Amaker. "Perhaps we'll have a chance to make history." Addressing those of his Harvard athletes who were present, he added, "You already are winners. If you are at Harvard, you're a winner. And if you can attack those rebounds like you attacked that orange juice, we'll be fine."

Nichols Family director of athletics Robert Scalise introduced Amaker, noting his success as a player and assistant coach at Duke, and in head coaching jobs

at Seton Hall and Michigan. As a coach, Amaker was part of two Duke NCAA championship teams (1991 and 1992), made six Final Four appearances, and reached postseason play 22 times. "Tommy joins us with experience and a pedigree that are second to none in college basketball," Scalise said. When Amaker rose, he thanked his new boss "for your math there with all the postseasons," and then added, "You omitted the fact that I've been fired"—to explosive laughter.

The University of Michigan did release Amaker—after six seasons (2001-07) in which the Wolverines compiled a creditable 109-83 record, but failed to make the NCAA tournament. Some Michiganders reportedly considered Amaker to be too principled for big-time college hoops. "If that's the speculation," he told the *New York Times*, "I'll take it every day of the week and twice on Sun-



day." He added that he never felt any pressure there to alter his convictions.

Amaker succeeds Frank Sullivan, who compiled a 178-245 record over 16 seasons. A widely respected figure, Sullivan nonetheless was fired this spring; Scalise was concerned that Harvard had begun to

finish behind not only Penn and Princeton (Ivy powers who have won or shared the league title every year since 1988), but also less-prepossessing rivals. Sullivan's most recent squad, for example, went 12-16 and 5-9 in the Ivies, finishing sixth in the league.

The new coach also adds a note of racial diversity to the staff. In March, the *Boston Globe* reported that none of Harvard's 32 head coaches (in 41 intercollegiate sports) was African American—nor were Scalise and his 13 senior administrators. (Harvard's last black head coach was Peter Roby, who headed the men's basketball program from 1985 until 1991. Another African American, Tom "Satch" Sanders, coached the Crimson from 1973 to 1977.) "To think that Harvard would not have a single African-American head coach, male or female, in 2007 is breathtaking," Climenko professor of law Charles J. Ogletree Jr. told the *Globe*.

Since 2001, Scalise has hired new head coaches for men's ice hockey and volleyball, women's lacrosse, skiing, and water polo, and men's and women's golf and track and field and cross-country. All are white. In April, at a gathering organized by the Harvard Foundation for Intercultural and Race Relations, he explained that in "white middle-class suburban" sports like skiing, field hockey, and women's lacrosse, good minority candidates tend to be scarce, and said that greater diversity among athletes would eventuate in more diversity among coaches. "We contact the Black Coaches Association on every search we do," he said.

Amaker started at point guard for four years at Duke, playing against stars like Michael Jordan and graduating with a degree in economics in 1987. He captained the Blue Devils as a senior, when he was named an all-American and National Defensive Player of the Year. The Seattle Supersonics chose him in the 1987 NBA draft, but he went into coaching, including nine years at Duke under the celebrated Mike Krzyzewski, "Coach K," who enthusiastically endorsed the new appointment. "What an amazing selection," Krzyzewski said. "Tommy will be fantastic for Harvard and Harvard will be fantastic for Tommy. I am just ecstatic about the potential of that marriage."

~CRAIG LAMBERT

Sports Wrap

Softball

The softballers (31-15, 15-6 Ivy) won the league championship, with Ivy Pitcher of the Year Shelly Madick '08 (16-6) tossing a no-hitter against Penn in the playoff. Hofstra and Albany both edged the Crimson, 3-2 and 1-0, in the NCAAs. Freshman Lauren Murphy, the

Ivy Rookie of the Year, set a Harvard home-run record, clouting 18 dingers.

Men's Heavyweight Crew

Harvard won the Eastern Sprints and finished second (tied with Stanford) to Washington at the IRA national championship regatta. Yale upset Harvard in their annual four-mile race, breaking a seven-year Crimson win streak.

ALUMNI

Seeing Red

Beachcomber tracks marine toxins in Florida.

EPIDEMIOLOGIST Lora Fleming '78, M.D.-M.P.H. '84, tackles breathing, cancer, and unexpected days at the beach. At the office, she directs research on a database of 3 million cancer cases, or culls morbidity factors among blue-collar workers across the country. Other days she may find herself swabbing the noses of asthmatics exposed to Florida red-tide toxins. Not too long ago, she and a colleague spent a morning chasing after dogs that

had defecated on a Miami beach. "That was part of the recreational microbes study—or, as we call it, the 'poop in the water' study," she explains. Even trickier than corralling the canines was "figuring out how to get the damn seabirds to go on the plastic we had laid out for them. Then some bird guy called us from Mississippi and said, 'I have two words for you: "Cheese Doodles." They eat the doodles and poop, apparently.'"

Fleming's aplomb sometimes shields

Lora Fleming



Photograph by Christian Howard/Rosenstiel School of Marine and Atmospheric Sciences at the University of Miami

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the fact that she is among those at the top of the somewhat esoteric field of studying oceans and human health. Collecting the specimens contributed to a larger study on microbes in ocean waters. "People have done this kind of work for chlorinated pools in the past," she says, "but this is the first time that such a study has been done for a marine environment in subtropical and tropical areas. We want to know: what are the inputs when you do not have an obvious sewage outflow? The big one is through runoff, but there are also inputs from birds and other wildlife, domestic animals—and humans.

cations, they often sail the Caribbean, where Ortiz and their daughter, an aspiring oceanographer, scuba dive while Fleming skims the surface in her snorkel gear. "They make fun of me because I'm not a diver: there's a big hierarchy there," Fleming says. "I love snorkeling because it's low-tech—put the mask on and get in the water."

At work, her joint appointment at the University of Miami's Miller School of Medicine and Rosenstiel School of Marine and Atmospheric Science necessitates wearing several professional caps. She is the medical director of Florida's Cancer Data System, the second-largest

posure rates for children using wooden playground equipment preserved with copper, chromate, and arsenic (CCA), a common rot-retardant. Results showed that children "do get arsenic on their hands, which travels to their mouths and into their bodies," she says. "This work needs to be followed up because children continue to be exposed." CCA-treated wood is now prohibited for new residential use (although existing wood does not have to be removed), but it is still used widely in marine environments, where it affects ocean life.

At the university, Fleming also co-directs one of only four oceans-and-human-health research centers in the country funded by the National Science Foundation and the National Institute of Environmental Health Sciences. Established in 2004, the center helps promote research, devise curricular material for schools, and develop public information. "Until [the center] was funded, it was unlikely that researchers from various parts of oceanography and public health worked together," she notes.

Such cooperation has been essential to Fleming's groundbreaking work on how humans are affected by Florida red tide. These groupings of harmful algal blooms (HABs), first documented scientifically in Florida in 1947, are composed of single-celled organisms called *Karenia brevis*. "Red tides happen throughout the world," Fleming explains. "This particular organism likes to live in the Gulf of Mexico. Other organisms cause different red tides elsewhere." *Karenia brevis*, which is relatively fragile, breaks apart easily in the surf, releasing brevetoxins into the water and often into the air; these have been blamed for killing thousands of fish, as well as numbers of manatees and dolphins, and for causing human illness.

Researchers are trying to figure out why the organism blooms, why it produces toxins, what it feeds on, and how to better predict where and when such HABs will turn up, Fleming explains. "The HAB community is convinced that HABs are increasing worldwide. Are we humans making these blooms occur more often? Is global warming producing more frequent or more longer-lasting blooms? For me, the questions are: is there really



A *Karenia brevis* bloom off Coquina Beach near Sarasota in the summer of 2006

The hypothesis is that people who go into the water will have a higher risk of reporting a range of diseases, and that that will correlate with the levels of microbes we find in the water near their mouths."

Growing up in Boston, Fleming spent summers on the North Atlantic coast, sailing, swimming, and collecting clams and mussels from the local beach for dinner. She no longer eats raw shellfish—and even tries to avoid it when cooked—because of potential bacterial and viral contamination. But she remains enthralled by everything oceanic.

Miami became home in 1989 when she and her husband, marine biologist Mauricio Ortiz, moved there for his doctoral studies. (He now monitors fish populations for the federal government.) The region has proved a natural fit. On family va-

registry behind California's. She also co-directs research on occupational health, funded by the National Institute of occupational Safety and Health, using information that has been collected since 1957 through the National Health Interview Survey. The survey uses data from random samplings of citizens each year to track trends in illness and disability and to gauge progress on national health objectives. "All I can say is: it's great to be white and male and professional," she remarks. "The socioeconomic influences on health are just huge."

Fleming has a keen interest in children's health as well; she completed her medical residency in family medicine before earning a doctorate in epidemiology from Yale in 1997. A small pilot study that she was involved in examined arsenic ex-

an increased number of blooms, and are they causing an increase in human-health effects? It turns out these are not easy to answer, because there is very little surveillance going on and we don't have a good baseline in human populations."

Fleming and an interdisciplinary research team (toxicologists, veterinarians, physicians, and oceanographers among them) are in their sixth year of studying the phenomenon. She looks specifically at the effects of aerosolized Florida red tide neurotoxins on a group of about 120 asthmatics in Sarasota (a separate Centers for Disease Control study also monitors non-asthmatic lifeguards), assessing their respiratory functions and symptoms before and after beach exposure both during and apart from red tides.

"We have found that the Florida red tide definitely increases asthma in asthmatics," she reports. "Acute exposure for one hour—or even less—at the beach is all it takes. We have also shown that in areas where Florida red tide is a frequent event, there are even increased admissions to the emergency room for pneumonia, bronchitis, and asthma during red tides. Now we're looking at more sub-chronic effects, such as the development of pneumonia." Her colleagues are exploring other effects, such as on placentas, fetuses, and breast milk in animals. "We also want to look at interventions," she says. "I'd like to leave the community with something they can use—tell them what they can do" to ease or prevent harmful effects.

At the same time, Fleming points out that *Karenia brevis* is apparently not all bad. Her fellow investigators on the study, Daniel G. Baden and Andrea Bourdelais of the University of North Carolina-Wilmington, and their team of researchers, have discovered that the organism also produces its own "anti-toxin," which, when given to sheep, stopped the brevetoxin from causing asthma. "It turns out that this 'brevenal' is 1,000 times more powerful than any other drug" for easing mucous conditions in the lungs of sheep, and "has been patented for future use in drug trials with people who have cystic fibrosis. This was a serendipitous finding," she adds. "We don't even know why these organisms produce this anti-toxin."



Centennial Medalists

Each June, the Graduate School of Arts and Sciences Centennial Medal, first awarded in 1989 on the occasion of the school's hundredth anniversary, honors alumni who have made contributions to society that emerged from their graduate study at Harvard. This year's honorands are, from left: president emeritus Neil L. Rudenstine, Ph.D. '64, LL.D. '02, "Harvard's good shepherd"; Sarah Blaffer Hrdy '68, Ph.D. '75, exploder of "anthropological myths"; Frederick Brooks, Ph.D. '56, a pioneering engineer of computer innovation; and "visionary" economist Jeffrey Sachs '76, Ph.D. '80, JF '81. For the full citations, see www.harvardmagazine.com/go/centennial_medalists.

Baden, formerly of the University of Miami, was among those who first encouraged Fleming to study marine and freshwater toxins. Initially she worked on ciguatera fish poisoning, "a really nasty" illness caused by eating fish (including grouper, barracuda, amberjack, snapper, hogfish, and kingfish) carrying toxins produced by a marine microalgae, *Gambierdiscus toxicus*, that blooms on coral reefs where fish feed. "[Victims] often don't get diagnosed," she notes. "They have pain in their teeth, pain during intercourse, they are fatigued, and people just think they are crazy, when it's really ciguatera. Then, after a while—weeks, months, even years—the symptoms go away. We think the toxin continues in the body, but nobody has really looked at that."

FLEMING'S EFFORTS on all fronts last year earned her an academic award as Florida's "Outstanding Woman in Public Health." She credits her successes to a collaborative approach and a manage-

ment style that entails "learning when you are supposed to be in charge and when you need to let other people be in charge and do what they are good at." She also thrives on interdisciplinary research. "I like to do new things," she says, "and to feel a little out of my depths at all times, so I can say, 'I have no idea what you are talking about'—and then learn something new!"

She admits that collaboration has its challenges. In the Oceans and Human Health Recreational Microbes Study ("poop in the water"), for example, the research team spent several hours defining "splash zone"—within which the ocean water slides back and forth on the shore—so they could all understand and measure the same span. The most detail-oriented researchers become irritated when the "big ideas" people wave their hands around while making grand statements, Fleming reports. "You put the oceanographers and the biomedical people in the same room, and boy, do they

think in different ways. The oceanographers have remote sensing data on the whole Florida coast, and I'm there talking about 10 people breathing on a beach. The key is somehow linking all of these people together and benefiting from each others' science, and tolerating each other—a little bit like what the United Nations does."

In that vein, Fleming has pointedly hired and mentored women and minorities throughout her career. (She is fluent in Spanish: she and Ortiz, a native Colombian, met while he was doing research in the Amazon and she was vacationing there as part of an Earthwatch program.) "There is still a glaring dearth of women and minorities across all the sciences," she says. "Women in engineering, for example, are scarcer than hen's teeth. I have also mentored young men, but if I have to choose between two people who are equally good, I will often choose the woman or the minority scientist because I think they have a harder time finding appropriate mentorship." Her research groups, by design, have a wide range of ages and expertise: students, young faculty, veteran investigators, public-health department workers, and even members of grassroots groups.

That policy has the potential to yield better, richer science, she asserts. Her collaborative research projects based on the National Health Interview Survey "have shown that blue-collar workers and minorities and women workers are way behind the eight ball in terms of public health—they have less insurance, more obesity, higher tobacco exposure, and they

Harvard's Long View

THE OLDEST GRADUATES of Harvard and Radcliffe present on Commencement day were 98-year-old Frances Pass Addelson '30, of Brookline, Massachusetts, and 104-year-old Philip Keene '25, S.M. '40, of Wellesley, Massachusetts.



Frances Pass Addelson



Philip Keene

According to University records, the oldest alumni, apart from Keene, include: Walter J. Seward, J.D. '24, 110, of West Orange, New Jersey; Albert H. Gordon '23, M.B.A. '25, LL.D. '77, 106, of New York City; Marion Coppelman Epstein '24, 104, of Boston; M. Louise Macnair '25, 104, of Cambridge; Halford J. Pope '25, M.B.A. '27, 103, of Hilton Head Island, South Carolina; Edward Gipstein '27, 102, of New London, Connecticut; Marjorie B. Walden '26, 101, of Needham, Massachusetts; Rose Depoyan '26, Ed.M. '38, 101, of Brockton, Massachusetts, and Harry L. Kozol '27, 100, of Boston.

are screened less for cancer and other diseases," she says. But then she notes that a young African-American colleague, Katherine Chung '94, suggested that the research group also look at occupational segregation by race in terms of its effect on respondents' self-rated health. "It turns out that both white and black U.S. workers rate their health better if they are in a non-segregated workplace," Fleming says. "If you ask me, that's where we need to go as a society. If we don't have interdisciplinary research and people like Katherine Chung asking these questions,

then they won't be asked. We need people in science who can look at old problems in a new way. We need to be inclusive. It's the American way."

—NELL PORTER BROWN

New Leaders

THE NAMES of the new members of the Board of Overseers and the new elected directors of the Harvard Alumni Association (HAA) were announced at the association's annual meeting on the afternoon of Commencement day. The 28,888 alumni



THE ELECTED MARSHALS of the College class of 2007 proudly held their class banner as they led classmates to their Baccalaureate service on Tuesday, June 5: (from left) Akash Goel, a biochemistry concentrator from Peru, Illinois, and Kirkland House; Victor Alcalde, a biology concentrator from Miami and Currier House; Peter Gyimah Asante Jr., a biological anthropology concentrator from Pawtucket, Rhode Island, and Quincy House; Julia Chandler, an economics concentrator from Palo Alto, California, and Lowell House; first marshal Chrix Erik Finne, a music and mathematics concentrator from Seattle and Quincy House; Lauren N. Westbrook, a social anthropology concentrator from St. Louis and Quincy House; Charles J. McNamara, a classics concentrator from Grayling, Michigan, and Lowell House; and Nana Menya Ayensu, an engineering sciences concentrator from Accra, Ghana, and Lowell House.

Photographs by Jim Harrison

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ballots received in the two elections represent a turnout of 13 percent.

Elected as Overseers, for six-year terms, were:

Ronald Cohen, M.B.A. '69. London. Chairman, Portland Capital and The Portland Trust.

Lucy Fisher '71. Los Angeles. Film producer and co-head of Red Wagon Entertainment.

Richard A. Meserve, J.D. '75. Washington, D.C. President, Carnegie Institution of Washington.

Richard R. Schrock, Ph.D. '71, Cambridge. Keyes professor of chemistry at the Massachusetts Institute of Technology.

Stephanie D. Wilson, S.B. '88. Houston. NASA astronaut.

Elected as HAA directors, for three-year terms, were:

Stephen W. Baird '74. Chicago. President and CEO, Baird & Warner Inc.

Elena C. Crespo '89, M.B.A. '93. New York City. Senior vice president, director of client management, Citi Analytics, Citigroup Inc.

Catherine A. Gellert '93. New York City. Partner, Windcrest Partners.

B. Lane MacDonald '88. Boston. General partner, Alta Communications.

Phuong-Vien Nguyen '86. Corona del Mar, California. Vice president, Morgan Stanley.

Nana Amma Twum-Danso '94, M.D. '98. Decatur, Georgia. Physician; director, Mebendazole Donation Initiative, The Task Force for Child Survival and Development, Emory University.

Cambridge Scholars

FOUR SENIORS have won Harvard Cambridge scholarships to study at Cambridge University during the 2006-2007 academic year. History concentrator **Alexander Bevilacqua**, of Milan, Italy, and Leverett House, will be the Lieutenant Charles H. Fiske III Scholar at Trinity College; applied mathematics concentrator **Matthew Smith**, of Pasadena, California, and Leverett House, is the Governor William Shirley Scholar at Pembroke College; Germanic/English and American language and literature concentrator **Moira Weigel**, of Brooklyn, New York, and Kirk-

Harvard Medalists

Three people received the Harvard Medal for outstanding service, and were publicly thanked by President Derek Bok, during the Harvard Alumni Association's annual meeting on the afternoon of Commencement day.

Phyllis Keller, BF '70—*Invaluable colleague, counselor, and planner for almost 25 years to deans of the Faculty of Arts and Sciences, you have strengthened Harvard at its core by your devotion to the academic life of the University.*

Richard L. Menschel, M.B.A. '59—*A true University citizen, your broad-minded benevolence, thoughtfulness, and time have helped Harvard move toward our shared vision across schools, enabling us to reach previously unimaginable goals together.*

Carl H. Pforzheimer III '58, M.B.A. '63—*A loyal son of Harvard and Radcliffe, distinguished president of the Harvard Alumni Association, and one of Harvard's great ambassadors, you have always answered the call of your alma mater with creativity, commitment, and clarity of purpose.*



Phyllis Keller



Richard L. Menschel



Carl H. Pforzheimer

land House, will be the Lionel de Jersey Harvard Scholar at Emmanuel College; and social anthropology and religion concentrator **Nathan Dern**, of Evergreen, Colorado, and Leverett House, is the John Eliot Scholar at Jesus College.

Class Gifts

THE UNIVERSITY had received 91,000 gifts through May 31 of the fiscal year, according to University Treasurer James F. Rothenberg '68, M.B.A. '70, who gave an accounting of class gifts at the HAA's annual meeting on the afternoon of Commencement day.

Rothenberg noted key areas in which donations have helped make a difference in recent years: financial aid, faculty support, international studies, and science and engineering. For example, Harvard has reduced the median four-year debt for graduating seniors from more than \$16,000 to just under \$7,000, and completely eliminated the parental tuition

contribution for families that earn less than \$60,000 a year. As a result, he added, "The class of 2011 is the most economically diverse in our history." Furthermore, he said, six alumni last year established a \$50-million professorship challenge that has already benefited the University in 20 fields, ranging from ethics and engineering to nutrition and neurobiology.

In class gifts, the seniors achieved a 67 percent participation rate: the third-highest in senior-gift history. The class of 1957 collectively raised just over \$27 million, with a 70 percent participation rate. This includes a Radcliffe fiftieth-reunion record for a gift to the Schlesinger Library that totalled more than \$546,000. The class of 1982 donated \$24 million, and the class of 1972 contributed more than \$6 million. "The College is often called the heart of this great University. And that heart is stronger today because—thanks to you—the whole system is working well," Rothenberg concluded.

Tortes in Memory



"Your wooden arm you hold outstretched to shake with passers-by."

IN HER NEW BOOK, *The Window Shop: Safe Harbor for Refugees, 1939-1972* (www.iuniverse.com), Ellen Miller relays an anecdote told by a Cambridge businessman who in the 1980s dined at the renowned Hotel Sacher in Vienna. "After a superb meal, he ordered Sacher torte for dessert. 'Oh, sir,' replied the waiter. 'I don't recommend the Sacher torte. The only place in the world you can get a good Sacher torte is at the Window Shop in Cambridge, Massachusetts.'"

Not precisely true. The Window Shop had closed in 1972 and sold its building to the Cambridge Center for Adult Education. By the 1980s, it served Sacher tortes only in memory. Linzer tortes, too. (The center did, however, continue the bakery under a new name until the mid 1990s.)

In 1939 four wives of Harvard professors, with pooled resources of \$65, opened a one-room shop on Church Street to aid Jews who had fled the Nazis. The refugees needed housing, English competency, jobs. The professional men had to retrain. The women, many of whom had never held anything so irregular as a job, suddenly had to be the breadwinners in their families, which often led to psychic stress all around. At first, the shop did little more than give refugees a place to sell their handicrafts and homemade pastries. It had a big window, and so the Harvard ladies called it the Window Shop.

The enterprise soon moved to larger quarters on Mount Auburn Street and, in 1947, into the old house at 56 Brattle Street (where H.W. Longfellow had seen the village smithy under a spreading chestnut tree). It became a famous and thriving nonprofit gift and dress shop, restaurant and bakery—and de facto social-services agency. Primus remembers being taken there for dinner by his grandparents in the early 1950s. The waitresses had accents. Items such as *paprikahuhn* were on the menu. All quite exotic in those days.

Miller, a former administrator at the Law School who has a cousin who worked at the shop, tells its story with the help of coauthors Ilse Heyman, a Holocaust survivor and assistant manager of the gift and dress shop for 25 years, and Dorothy Dahl, former president of the board of directors, who initiated the gathering of the oral histories on which this book is based and which form part of the archives of the shop, held at the Schlesinger Library.

A Sacher torte is a wicked and unrepentant Viennese pastry classic made with layers of chocolate cake filled with jam (usually apricot), enrobed in a chocolate glaze, and heaped with whipped cream. A

Olga Schiffer, who had had cooks to serve her in Vienna, helped launch the restaurant in Cambridge. She wore dirndls to give the place some European ambiance.

Linzer torte is a nutty pastry filled with raspberry jam; Miller provides a Window Shop recipe for old times' sake.



HAIL, CALLER: Mason Hammond died in 2002, but in the way of things, a committee appointed to prepare a "memorial minute" about his life for the records of the faculty presented its minute only this March. Yet Hammond, former Pope professor of the Latin language and literature and master of Kirkland House, was in no danger of falling from memory in the interval. Indeed, as Commencement caller, a gowned ringmaster telling the milling throng what to do, he comes to our mind every June. The committee, chaired by the Reverend Professor Peter J. Gomes, wrote: "For more than 50 years, from 1936 to 1986, with exceptions for war service and leaves of absence, Hammond was Commencement

caller, his Brahmin bray of a voice organizing the Commencement procession from the chaos of the Old Yard, the voice not only of Commencement but of Harvard itself. It was a source of great personal satisfaction to Hammond to have called the procession at the Tercenary celebrations, and then, 50 years later, at the Three Hundred Fiftieth anniversary celebrations. ~PRIMUS V



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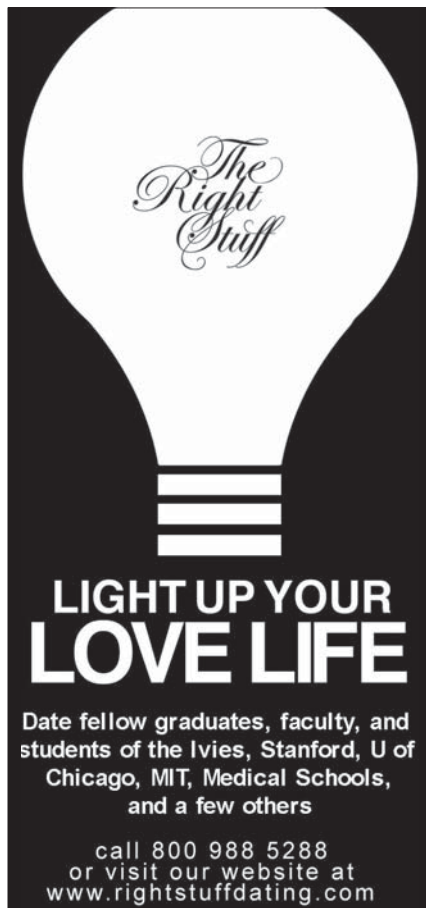
Approaches life with ease, passion, real presence and explorer's spirit—be it exploring around the corner or the world. Boston woman: classically pretty, athletic, gracious, Southerner transplanted to New England. International in outlook, successful, highly accomplished, very likeable and classy with ever-present touch of fun, self-deprecating humor and elegance. More urban than suburban, yet adores the country, loves everything about Maine. Deeply caring, understands what is relevant and important. Outdoorsy: hiking, boating, cycling, gardening. Stylish, solution-oriented, spirited. Enamored of world music, driving with the top down, sitting on my dock, photography, architecture, farmer's markets, cooking fresh food, improving rusty French and Spanish, letting the day unfold when traveling, Peru, Portugal, Wyoming. Seeks smart, successful, fit, attractive man (50s-60s) who enjoys people, traveling, adventuring and can appreciate a dynamic yet vulnerable, feminine, beautiful woman. az331@comcast.net 207-512-0776 (Maine cell # but resides Boston).

Happy tall blond looking for a guy to share the many pleasures of a full life. minxpitch@yahoo.com.

Slender and head-turningly attractive with delicate petite figure, great presence and adventurous spirit. Light-hearted and easygoing yet articulate, successful, confident. Avid golfer based in Boston, winters in Palm Beach. Good sport, fun to travel with. Believes good manners are the ability to make people feel comfortable and at ease. Sustains friendships from grammar school. Delights in a good round of golf, a great meal, evening sail, Aspen in July, philanthropic endeavors, visiting international friends, world peace, traveling business class when possible, studying Spanish, theatre. CNBC junkie, loves politics and history. Crazy about Bermuda, St Andrews, Latin music. Seeks appealing, bright, golf-playing, man - 55-68. yllas42@yahoo.com. HM Box 94239.

Believes humor is essential. Slim and very pretty with great legs and inescapable Irish wit. Considered by male friends to be "a 10". Known for inquisitive mind, easy laugh, gorgeous turquoise eyes, calm approach to life. Widow - adventurous, supportive, sometimes reserved at first. Adores travel that combines learning, beauty, history. Loves Rome, Sydney, Fox Glacier, Smuggler's Cove BVI, Medici Museum, anywhere I haven't been. Music-lover (especially Clapton, anything Blues, Beethoven), big fan of "Car Talk". Resourceful writer, working on collection of essays. Interested in bicycling, kayaking, cooking - makes a mean chicken cordon bleu and porcini risotto. Accomplished sailor, now investigating golf. Fascinated by English, Chinese and Civil War history. Seeks nonsmoking, liberal-leaning, man 54-60s with broad range of interests who enjoys people, keeping fit. 617-967-1649; julie9799@hotmail.com.

Looks on the bright side. Big-hearted, irreverent, passionate, social/political activist. Cambridge resident, often in NY. Profoundly warm, great team player with high fun quotient. Upbeat and flexible, addicted to social justice, solution-oriented. Hasn't met a problem she cannot (or won't) try to tackle. Mischievous - likes being occasional naughty troublemaker. Creates and thrives on community. Inclusive, creative, insightful, plays well with others. Radiates clear and present joy. Lives big and courageously yet enjoys downtime. Slender, sensual, dark-haired, looks great. Loves funky and fine arts. Athletic, active, fit (kayaking, biking). Easygoing low maintenance world traveler and eater. Drawn to documentaries, stories of people's lives, hardware stores, supermarkets, storytelling, music (rock, jazz, blues, Cuban). Adores spontaneity, always happy to cook for friends. Seeks comfortable with himself, active, man 47-67 committed to making a difference. cnr7689@yahoo.com.



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Sensual, soft-spoken, beautiful both inside and out. Gracious, always thoughtful with a style and beauty that reflects her love of life. Thin, yoga-toned, comfortable to be around. Known for "generous heart of gold" and "ability to find the humor and fun." Passionate, refined, successful, open. Believes character is revealed in small deeds. Drawn to learning new skill or viewpoint, discussing ideas/books, strong coffee, good food be it new find, corner Thai or shared prep at home, impulse travel (managed Japan on 10 day's notice). Romantic yet grounded, loves candlelight, Chopin, Sorrento, Buddhist writings, Louvre, The Gardner, watching a smile appear. Seeks nonsmoking, active, fit, financially independent, articulate, man, 50-64. Smarts, kindness important. jeanc224@yahoo.com. 781-910-0142.

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Lively intellect, winning smile, passionate heart and keen sense of the ironic. Navigates life with panache, ease and spontaneity. Very attractive, trim, poised and successful with a dancer's grace. Singer/performer, sings Schubert, Puccini, Linda Eder. Musical favorites too many to mention, enjoys Renée Fleming, Michael Feinstein, Chris Botti. Known for infectious wit (never hurtful), makes people laugh out loud in spite of themselves. Artistic, articulate, well-read and enjoyable with carpe diem perspective on the world. Likes theatre, film, hiking, political commentary, dancing, Italian/French cuisine. Seeks bright, confident, nonsmoking, widowed or divorced man, 50-64 - ready for lasting relationship. Louiseroboston@yahoo.com. 508-864-5029.

Strikingly beautiful, author/novelist. European, grew up Japan, lives in Cambridge and New York. Sensuous and trim with long legs, very Isabella Rossellini-esque. Generous, warm, cultured and loving, young widow. Embraces life's possibilities, insatiably curious about the world, direct, unafraid of fun, projects calm and a whimsical articulate sweetness. Passionate reader. Willing, attuned, caring, lives by humor, gives the moment her all. Great impromptu cook, lively hostess. Drawn to history (European, Japanese, Russian), NYR, NYT book reviews, gestures of simple caring. Buddhist cultures, Maine in summer, hiking Acadia, London's New Tate, Boston's ICA, NY's Neue. Seeks educated, financially solvent, nice man 55-60s interested in the usual suspects of plays, concerts, opera, literary criticism, jazz clubs. pk8282@yahoo.com.

Smart as a whip, personable, crazy beautiful, always interesting and unafraid to laugh at herself. Resides in Paris. Personifies warmth, generosity, character and passion. Can make anyone, anywhere feel comfortable. Can find the fun in anything. Considered perfect person with whom to be stranded on desert island. Broadly conversant, hip and sophisticated, intellectual but never pedantic. Tall, slim, 38, stunning and forever loyal. Tasteful, uncomplicated, sexy style with just a touch of glamour. Loves music from salsa and hip hop to opera and Fado, skiing, discovering new restaurants, returning to old favorites, Musée d'Art Moderne, Corsica, Anguilla, spotting something beautiful while walking to work in Paris. Seeks compassionate, happy, successful man 38+. goldi9999@hotmail.com.

Graceful good looks and sly wit. Deeply curious, sometimes daringly funny, sometimes naughty, always congenial with an irresistible smile, strong sense of self and informed interest in the world. Resides in NY, spends time at Paris apartment, speaks French with Southern drawl. Successful, sophisticated, tall and slender. Accomplished writer, prolific reader. Passionate theater-goer. Affectionate, intellectual and very real. Aesthetically-attuned, stylish yet likes to keep things simple. Adventurous, outgoing, divorced. Interested in people and what makes them tick. Thinks Vermont in summer is heaven, loves beaches from Truro to St. Tropez, Nobu, Café Cluny, The Frick, John Coltrane, hiking, cooking, yoga. Seeks active, secure, man 49-66 who values kindness and honesty. mm12254@yahoo.com.

More than pretty - NYC woman, slender, sparkling, knowledgeable and award-winning author. Open mind, excellent sense of humor. Dedicated, playful, strong yet feminine with abiding curiosity, genuine warmth, laissez-faire outlook. A pleasure to be around. Expressive, dynamic, learner. A smile that dazzles and toned taut figure. Actively enjoys sunshine, theater, the Op Ed column, exercising outdoors, Asian/French food, music, movies, golf, travel. Happily seems to often end up back in Southern France, can't get enough of Capri and Amalfi Coast, would love to study sculpture or photography. Seeks nice-looking, verbal, active, interested, intellectually curious man, 58-early 70s. ef4005@yahoo.com.

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Slender, toned, athletic and very pretty - loves taking on challenges both intellectual and outdoors. Soft-spoken, widow, spontaneous and sociable with sparkling eyes, wonderful smile. Lives in Colorado Rockies, has family in Boston. Curious with lively humor - sometimes a tad risqué. Outdoor fanatic. Romantic at heart. Current passions: skiing black diamond slopes, hiking, studying languages, my Limmor boots, getting into harmless mischief, learning new sports, via ferrata climbing in Dolomites, learning photography, art gallery hopping, cooking gourmet recipes, Golden Retrievers, hut trips - Colorado or Norway, service projects home or abroad, New Zealand. Seeks educated, active, man 55-72. Fitness is key. ess88999@yahoo.com. 970-390-0809.

Very cute, easygoing, girl-next-door type. Smart, sassy and slender, attractive inside and out. CFO, 41. Cares about the world and the people in it. Fun good company, excellent sport, never high maintenance. Sparkly and confident with dark alluring eyes that hint at mystery and reveal quick intelligence and happy surprises. Romantic, responsive, real, lacks patience for negativity. Sophisticated tastes, lives well but enjoys simple everyday pleasures: music that touches my soul, beautifully prepared meals, finding the perfect wine, Car Talk, theatre, artistic expression, The Outer Banks, France anywhere, my Uncle John's southern biscuits. Advocate of both high culture and low, recent devotee to yoga (formerly allergic to the gym). Seeks active, intellectually-oriented, nice-looking man, 39-52 - ready for lasting relationship. yk7982@gmail.com. 617-620-9974.

Slender, successful, architect. Award-winning career yet completely unpretentious and down to earth. Classic Garboesque good looks, contemporary style, curious intellect. Active, outgoing, inclusive with stunning legs, good figure. Friendly straightshooter yet sometimes shy at first. Laughs at ironic humor, preposterous contrasts, old jokes between friends, fishing stories. Outdoors and nature lover. Loves Gaudi, gardens, buildings, Mozart, MFA exhibits, history, good food, Red Sox, Patriots, Celtics. Believes nothing beats biking beautiful countryside: USA, France, Spain, Italy. Adores reading on airplanes, working in gardens, olive groves in perfect geometry, Vaux le Vicomte, Zimmerman House, meadows with views. Seeks jolly, easygoing, friendly man with inquiring intellect - late 60s to early 80s, in good shape. roxane472@yahoo.com. 617-547-4821. HM Box 94240.

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ministration, is to try to raise the national savings rate, in order to reduce our need to borrow from abroad. The difficulty is that the biggest single driver is a decline in private savings. Households that used to be saving about 10 percent of their income as recently as two decades ago are now saving nothing. But, says Richard Cooper, "We don't know how to make Americans save more." Summers allows that, "While, arithmetically, a great deal is explained by the changes in private savings, we have much more effective policy methods for changing public saving than we do for changing private savings." That means running a federal budget surplus, either by raising taxes or cutting spending. This is the one remedy on which virtually everyone agrees. But national policy cannot provide a complete solution (see "Not Your Daddy's Deficit," page 48) to a problem that is global in nature.

If the current account deficit can be managed, that will occur only as the result of international collaboration—but there is little immediate incentive for any country to move. Notes El-Erian, "It is the classic 'prisoner's dilemma.' Whoever moves first [in adjusting exchange rates upward, for example], without assurances that others will also move, could be worse off. The good outcome requires collaboration, but we don't have adequate mechanisms for that right now." For El-Erian, the problem is not hypothetical: he and his HMC colleagues want to take advantage of investment opportunities in what he calls "a global growth handoff," but they must think carefully about how best to hedge against the risk that a market accident or a policy mistake could unwind the imbalances chaotically.

In a class El-Erian taught at the business school, he worked with his students to construct investment portfolios based on two different scenarios: portfolio A, which assumes the global imbalances are sustainable, and portfolio B, which assumes they are not. "Then we said, 'In a world where the imbalances are sustain-

able, the first portfolio returns in the 20 to 30 percent range, while the second portfolio returns in the 2 to 3 percent range because it is very defensive. But in a world where the imbalances are not sustainable, in portfolio A you lose a lot of capital, and in B you don't.'" Which do you choose? "The problem is that there are not enough facts right now for you to have sufficient conviction about what will happen," El-Erian continues, "so you have to be open to the possibility of incorporating more information as you go forward. So we position ourselves to explicitly allow for different states of the world to play out. The reality is that we think there are arguments for both. So we try to benefit from what we do know and manage the risks of what we don't know."

Frankel says the current situation is frequently compared to the Bretton Woods system as it worked in the 1960s. "There were constant meetings then among the U.S., the Europeans, and Japan where everybody agreed not to sell dollars. They realized, 'If any one of us sells dollars, we are going to bring the whole thing tumbling down.'" That worked for a time. But back then, Frankel says, the European central bankers "met with each other every other month and looked each other in the eye and agreed not to sell. Today, there is no agreement at all. The Asian countries and the oil exporters don't meet each other regularly, they are not political allies, and there is no sense of propping up the system. The Chinese and the Japanese, the two biggest holders, are kind of at odds. And then you throw in Saudi Arabia and a whole diversity of countries that have nothing in particular in common, and you could argue that, even if they all got together and came to an agreement not to sell dollars, there would still be a huge temptation at some point to defect. But," he adds, "they are not even *trying* to agree. That says to me that at some point, somebody is going to start selling. Ideally, we would negotiate a coordinated policy package, but at the moment, in practical terms, that is," says Frankel, "unthinkable."

Alfaro, who is originally from Costa Rica, has a distinctly personal perspective on the ramifications of the imbalances. Although

she remains optimistic that they can be corrected slowly, "It is the impact in the rest of the world that worries me," she says. "The U.S. hasn't had a real recession for a while." In a contraction, "There would be bankruptcies. Some Americans would lose their houses, and many people would have to adjust their standard of living. But the U.S. will still be the richest country on earth. But for the rest of the world, a 1 or 2 or 3 percent recession in the U.S. would be a catastrophe. That is the part of the U.S. role in this that I think is really irresponsible—the failure of leadership in the world." ▽

Jonathan Shaw '89 is managing editor of this magazine.



Richard Cooper

The Family Silver

Feeding one's self and one's ancestors

ONE COULD CALL these ceremonial spoons the “family silver of Northwest Coast nobility,” says Bill Holm, curator emeritus at the Burke Museum of Indian Art in Seattle. “Our families’ histories are carved on these spoons,” says Tlingit clan leader David Katzeek.

Harvard’s Peabody Museum of Archaeology and Ethnology holds nearly 2,000 ethnographic objects—masks, totem poles, rattles, and regalia—made by tribes living between northern California and southeastern Alaska during the nineteenth century, among them 124 spoons. Some of these were purely utilitarian. Others, for use at feasts, have elaborately carved horn handles on which artists rendered figures from local oral histories just as they did on their much-better-known totem poles. For a noble or shaman to serve food or eat with one of these, in itself a potent spiritual act, was simultaneously to honor and nourish ancestral beings. Anthropologist

Anne-Marie Victor-Howe, former Hrdy Fellow at the Peabody, now gives the spoons due attention in *Feeding the Ancestors: Tlingit Carved Horn Spoons* (Peabody Museum Press), and a selection of them is on exhibit at the museum through March of next year (see www.peabody.harvard.edu for details).

Victor-Howe was aided by Holm, Katzeek, and other Tlingit scholars in her interpretations of these carvings, which present a rich cast of animal and human, real and supernatural characters.

The spoon at left has at the base of the handle an eye that represents a personified rock, island, or reef. A shaman wearing a headdress crowned with goat horns stands on it. He holds a land otter’s tail in his hands and mouth and appears to be eating a split otter. At the apex of the handle is a human-octopus being.

The figure at the base of the spoon handle at center is probably an eagle, although several of Victor-Howe’s consultants thought it could be a wolf. Above it sits a man wearing a clan-specific headdress with bear ears. His tongue reaches from his mouth

to a land otter he holds in his arms.

A sea lion appears on the spoon at right, with a small bird forming the finial of the handle. In a native legend, a man known as Duktootl’, Blackskin, or Strong Man trained for years to improve his self-discipline and strength and then tore a large sea lion in half.

Far left: The handle of a Tlingit shaman spoon depicting a shaman, a land otter, and an octopus. Circa 1840-1865. Mountain goat horn. 10¼ inches long overall. Collected by Edward G. Fast in 1867-1868, when he was a lieutenant in the U.S. Army stationed in Sitka, Alaska.

Center: Tlingit ceremonial spoon with a carving of a man wearing a bear headdress. Circa 1840-1865. Mountain goat horn with a Dall sheep horn bowl. About 8½ inches long. Also collected by Fast.

Right: Tlingit ceremonial spoon showing a sea lion. Circa 1865-1900. Mountain goat horn. 6 inches long.

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Pictured from left to right: 1—John D. Spengler, Akira Yamaguchi Professor of Environmental Health and Human Habitation at the Harvard School of Public Health, Extension School faculty member and Director of the Environmental Management Program; 2—Betsey A. Robinson, Extension School graduate, Harvard College graduate, Assistant Professor of the Classics and of History of Art and Architecture at Harvard University; 3—Harry R. Lewis, former Dean of Harvard College, Harvard College Professor, Gordon McKay Professor of Computer Science, Extension School faculty member; 4—Grace Rubenstein, Extension School journalism student, 2003 Pulitzer Prize winner; 5—Dan Elias, Extension School museum studies graduate, director of the Peabody Essex Museum's ECHO Program.

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