Commencement • On Caregiving • Dropouts

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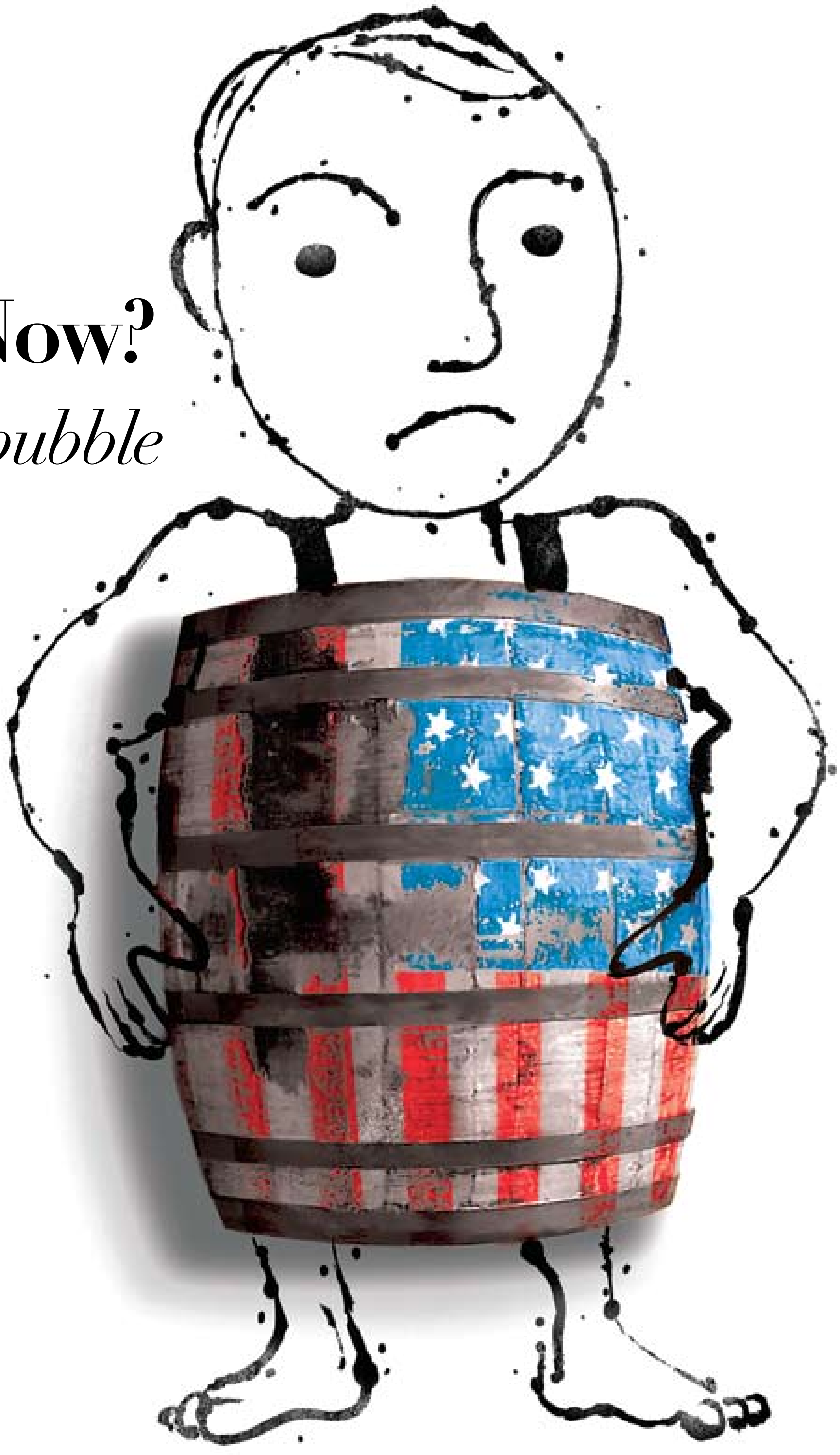

What Now?

The post-bubble economy

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Executive compensation, Harvard governance, bullying

THE OUTLOOK FOR LIBRARIES

I read with great interest "Gutenberg 2.0" (May-June, page 36) about the paradigmatic transformation of Harvard's library system. However, I don't think the article sufficiently emphasized the importance of the physical presence of libraries and the critical need to maintain this presence. One of my fondest memories was having the opportunity to study in the different Harvard libraries. I can still recollect my varied experiences in the very social environment of Lamont, the geeky science world of Cabot, the sleek, modern quiet of Loeb, and the homey feel of the Lowell House library. In all of these libraries, books were far more than simply information storage devices—they set the tone for the physical environment, and the accessibility of a number of well-placed books served to stimulate ideas and discussion. Insofar as the primary missions of a great university are education and cutting-edge scholarship, one of the most important aspects of libraries is providing a place for thinking to blossom. Sadly, I think this vision of the library as a sanctuary for scholarship is being eroded in the digital age. In fact, at the rate we're going, I wonder if the library will eventually be reduced to a telephone-booth-sized information-retrieval kiosk with study and scholarship relegated to the nearby Starbucks (with tuition via latte).

Mark Gerstein '89. Ph.D.
Williams professor of biomedical informatics, molecular biophysics and biochemistry, and computer science
Yale University

I will graduate from medical school this May, so I was surprised when I read that medical students chose text and memory over databases. Certainly, memory is the preferred way to impress an attending physician, but most medical students now carry an iPhone or other PDA with numerous medical resources. Anyone who has been on rounds can attest that while one student is searching his or her memory for the answer, other students are tapping their handheld devices. The problem lies not in the mindset of Googling, but in literally Googling. With such limited time, it is far too tempting to get an answer from Wikipedia rather than the *Journal of the American Medical Association*. Both resources are at our fingertips, but the former is much more succinct and usually correct, even though the latter is evidence-based and authoritative. Furthermore, as students rotate through different hospitals, access to online resources may change with regard to permission, content, and navigability. Yes, we're searching online. We just need the speed of Google combined with weight of the *New England Journal of Medicine*.

Jeffrey Brown, D.P.S. '05
Cleveland

Despite the quote from Professor Palfrey about the need to "make information

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as useful as possible to our community now and *over a long period of time*" (emphasis mine), providing remote access to the literature at present appears to be available only to Harvard students and faculty and others physically in a bricks-and-mortar library.

At least three groups of graduates suffer from the current restrictive access. The first is recent graduates who may not yet have secured employment that itself provides access, a serious issue in the current economic environment. Second is the mid-career person in an academic setting who may be denied tenure and be forced into adjunct status or even out of his chosen field for a few years. And third are those who have retired but wish to remain intellectually involved in their chosen field but cannot afford costs of $40 or more to obtain PDFs of single articles.

How can Harvard insure that its graduates maintain access to the literature? One solution would be to charge a nominal fee for access—something that appears available to Johns Hopkins graduates for $40 annually. Another might be to provide access to graduates who are members of their Harvard Club. Still another would be to offer access as a premium to those giving more than a specified amount each year.

If Harvard really wants to provide an opportunity for its graduates to remain intellectually involved throughout their lives, a solution to this problem should not be too difficult to implement.

David E. Levy '63, M.D. '68
New York City

The caption at the top of page 38 reads, "The book, or codex, took hundreds of years to replace handwritten manuscripts…." It's not quite right. What's meant by "codex" here is the printed book. But "codex" is just a form of book—blank ledger, printed book, picture album. Its opposite is the scroll (blank or written on), which was the normal medium for book production in classical antiquity.

Also, the idea that printed books took hundreds of years to win out is an exaggeration. Yes, it took several centuries for the printed book to completely drive out manuscripts, but the immediate success of the printed book in replacing manuscripts is not in doubt.

Walter Goffart '55, Ph.D. '61
New Haven

Editor's note: Sylvester Sterioff '59, M.D., of the Mayo Clinic, Rochester, Minnesota, writes that in the last paragraph of the sidebar on page 82, Isaac Kohane must be referring to professor of surgery emeritus Joseph Murray, M.D. '46, who received the 1990 Nobel Prize in physiology or medicine for the first successful living-related-donor kidney transplant. The first successful cadaveric ("deceased donor") kidney transplant is attributed to David M. Hume '40, later an instructor in surgery at Harvard Medical School, who worked closely with Murray and died in 1973.

EXCESSIVE EXECUTIVE PAY

It is most remarkable that in the comprehensive analysis of executive compensation ("The Pay Problem," May-June, page 30), the word "greed" is nowhere to be found. I learned long ago in medical school that unless you make the right diagnosis, you end up treating symptoms, but the disease progresses.

Jacob S. Walfish, M.D.'74
New York City

Jay Lorsch and Rakesh Khurana deserve great praise for their integrity, insights, and even bravery in writing "The Pay Problem."

That two Harvard Business School professors have the temerity to directly challenge executive pay at publicly traded U.S. companies is itself notable. Their observation that corporations are now viewed as merely economic and financial institutions (i.e., "private") without responsibility for moral and political consequences (which public stock should demand) exposes the absurdity of changes to our nation's laws that treat these same institutions as virtual individuals. These laws have succeeded in transferring individual managerial responsibility to a collective corporate entity that is typically "punished" for illegal, unethical, or patently immoral behavior by paying fines that fall on the shoulders of shareholders. In extreme cases, shareholders may even see their equity reduced to nothing while managers collect their golden parachutes, landing safely at yet another company.

I hope this article starts much more serious reflection on not only the currently inappropriate approach to U.S. executive pay but also the body of law and process that supports this.

Mark Ludwig, M.B.A. '69
Sausalito, Calif.

I harbor no particular soft spot for large corporate compensation schemes, yet my patience was tried by "The Pay Problem." Corporate executives are paid "too much" for work the authors consider at odds with our "collective destiny." What irritates me about the tone of this essentially vacuous piece is that it won't even openly suggest the implicit solution to the problem: wage controls. If, as the article suggests, higher than "fair" compensation packages are at the root of many of our social, economic, and environmental problems, then why not have the courage to advocate for regulated salaries? Wage and price controls have such an untarnished reputation that I'm surprised the authors do not lobby for them more strongly. Honestly, history's brightest examples of "social and economic justice" are found within those regimes that promote centralized resource allocation and equal pay, and omnipotently take from those with ability to give to those with needs. Right? Perhaps the authors would do well to actually run a business instead of teaching it.

Paul Schwennesen, M.L.A. '07
Winkelman, Ariz.

Lorsch and khurana are themselves part of the business culture. The basic assumptions of that culture narrow their ability to propose creative solutions to the problem of executive pay. While they allude to the fallacy of the "great manager" explanation for great performance by a corporation, their business orientation keeps them from proposing the logical solution to this problem: When a company excels, if the CEO is to receive an obscene performance bonus, then a bonus should be given to all the employees of the corporation. Indeed the cash consequence of this democratic reward would likely constrain obscene bonuses. They also fail to mention

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the major inconsistency in incentive bonuses: they are only positive. If incentive bonuses are permitted, balance and logic should be preserved. If performance relative to the relevant economic sector as a whole is abysmal then the "incentive" should be negative—a prearranged cut in pay or payback of previously distributed options. One could, for instance, have all incentives, say for a five- or 10-year period, placed in a pot from which deductions are made for poor performance.

ILLUSTRATION BY STANFORD KAY

Neal F. Devitt '77, M.D.
Santa Fe

I would suggest that the relative improvement of government workers' salaries (and workforce percentage) vis-à-vis those of the private sector dwarf the increase in executive pay in terms of size and societal impact and are therefore far more worthy of study than executive pay, although probably outside the curriculum of a business school.

Sidney Weber '62
Campbell, Calif.

For all the problems with over-compensation of CEOs, at least there is a discussion of the issue due in large part to partial transparency that is required of publicly held corporations. A more disconcerting situation is the inflation in salary in the "not-for-profit" private university, where there has been an equally serious, but less transparent, inflation in the salary of many of the presidents and administrators. As a result of the corporatization of academic medical schools, a particularly significant distortion has occurred with salary increases that routinely exceed two to three times inflation for administrators, deans, and department heads, while the overall faculty and personnel salaries barely approach or even trail inflation. As in business, the success of the enterprise is a function of the many individuals on the frontlines and yet the rewards, as in business, flow to the top. Lorsch and Khurana should now take an equally serious and systematic look within our nontransparent academic walls.

Philip L. Smith II '67, M.D.
Professor of Medicine, Johns Hopkins
Baltimore

"The pay problem" omits to mention the best explanation for CEO compensation: the "tournament theory," developed at the University of Chicago when I was a graduate student there in the 1980s.

The metaphor is a tennis tournament: the financial reward for the winner is double that for the runner-up, and so on down the bracket. The winner may be only slightly better than other competitors, but the top-heavy prize money motivates the entire field. This point answers the article's chief complaint that CEOs

What's New on the Web

Read our coverage of last month's Commencement (page 48), then go online for video, audio, photos, speech texts, in-depth reports, and more.

COMMENCEMENT 2010

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- **Esteemed Guests.** Read about, listen to, or watch Commencement speeches by David H. Souter, Christiane Amanpour, Felipe Calderón, Samantha Power, and others.
- **"Transformative Thought."** Radcliffe Medalist Gloria Steinem reflected on her life and discussed feminism's future and its relationship to social justice.
- **Student Speeches.** In English and Latin, the student speakers reflected on the poignancy of graduation. The undergraduate Ivy Orators and comedian Jimmy Tingle added doses of humor. Watch the videos.

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ENGAGE ▸ Harvard Dropouts

Hear the subjects of *Dropouts* (page 32) explain their decision in their own words. Then join our reader discussion.

MEET ▸ The New Dean of HBS

Read excerpts from the speeches and writings of Nitin Nohria, the new leader of Harvard Business School.

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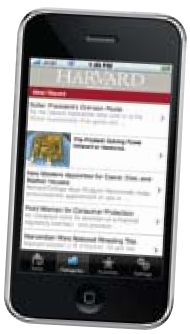

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are highly paid even though "the joint efforts of many individuals cause the results achieved."

The article ends with a manifesto for "a holistic re-examination…[of] the economic system we have created." The tournament theory offers a more focused approach, and it disposes of the article's obnoxious slur that "we don't have to bribe executives to do the duties we have entrusted to them."

Bruce Herzfelder '81
Cohasset, Mass.

HARVARD GOVERNANCE

I was very impressed with the thoughtful and detailed review of Harvard governance in view of the recent history of endowment and land development fiascoes ("Self Improvement," May-June, page 55). I agree that Harvard's levels of transparency and disclosure should be brought at least to the standards cited at Duke, Yale, and Stanford.

However, more radical restructuring of the governing bodies is needed for Harvard to survive and flourish in the future. I feel the Corporation should be tripled in size, to 21 members, two-thirds of whom should be directly elected by alumni. Given the importance of the governance issues, I am very surprised that all the current candidates for Overseers and Harvard Alumni Association directors are officially nominated ones. How can it be that with over 350,000 alumni, there is not a more organized independent governance reform movement? Last year civil rights attorney Harvey Silverglate and a few other independent candidates ran for Overseer, but they were hampered by Harvard's refusal to give them access to official alumni mailing tools. And I have been further surprised to learn that Harvard has its own Hatch Act, barring Harvard faculty and certain other employees from running or even voting in the Overseer elections. Thus, many independent reform-minded candidates are barred from participating, and as a result reform from within cannot be expected to succeed.

The present governance by the small, aloof, isolated, and self-perpetuating Corporation cannot be defended as adequate to the tasks of ruling Harvard today. No institution, public or private, in business, the arts or education, of this size and importance, has such a similarly narrow and isolated ruling body, and one completely lacking any meaningful procedures of accountability and transparency. Even the beleaguered Catholic Church has a more "democratic" power center—the Pope is elected by about 100 cardinals.

JEROME GARCHIK, J.D. '71
San Francisco

Editor's note: No candidate for Overseer or HAA, whether nominated by official committee or by petition, receives access to University mailing or e-mail lists.

AN EVER-PRESENT TASK of the Corporation is to consider how it might more effectively support the University's mission "to create knowledge, to open the minds of students to that knowledge, and to enable students to take best advantage of their educational opportunities." Many of us on the faculty consider the last phrase as embracing the idea of preparing students to make important contributions to whatever intellectual, social, and professional communities they choose to join. In light of the worrisome state of U.S. capitalism and democracy today, we believe the Corporation should review its reluctance to direct attention to significant societal issues of our times.

Capitalism and democracy are our most fundamental systems of economic and political governance. Although U.S. capitalism has delivered high levels of average incomes and important economic and personal freedoms, this intricate system of economic governance is now afflicted by increasingly unequal distribution of personal incomes, continuing shortages of attractive employment opportunities, a serious decline in the much-vaunted upward mobility of American labor, and ethical drift. U.S. democracy has its own set of governance issues. The participation and influence of average, middle-class citizens in national political life has been diminished as powerful interest groups have become increasingly active in financing elections, lobbying Congress, and "purchasing public policy."

We find it surprising and even alarming that, with the exception of the history department, there is little systematic attention paid within the University to the current status of American capitalism and democracy. This "gap" implies a failure to fulfill our mission of educating effective and responsible participants in our nation's life. If the Corporation finds such a gap, it should investigate the causes.

Could it be that junior faculty in the social sciences are hired, mentored, evaluated, and promoted according to standards biased towards quantitative analyses of narrowly specified problems? Or could it be an increasing de-emphasis of historical analysis that illuminates how U.S. society got to be where it is now?

We believe the Harvard Corporation has an important role to play in encouraging its various faculties to draw upon historical method, sociology, and political science, as well as economics, to educate students to understand the context and full consequences of choices they face regarding the future of U.S. capitalism and democracy and in ensuring that our graduates are capable, in Lincoln's words, of influencing and leading institutions of all kinds that are for the people and not just by the people.

Bruce Scott
Cherington professor of business administration emeritus
Malcolm S. Salter
Hill professor of business administration emeritus
Harvard Business School

MASAUKO CHIPEMBERE, HONORED

Many thanks to Robert Rotberg for the Vita on Masauko Chipembere (May-June, page 42). After completing my undergraduate coursework in 1963, I joined the Peace Corps and was sent to (then) Nyasaland, where I taught at an excellent secondary school in the (then) capital of Zomba. Those were exciting times: we young volunteers were privileged informally to meet members of the emerging Malawi government, including Chipembere and his colleague Yatuta Chisiza. We grieved when Banda seized autocratic powers during the "Cabinet Crisis" of 1964 and forced our friends out. I'm glad that Chipembere (which is the Chichewa word for "rhinoceros," a formidable animal!) is now honored.

Parker Swanson '62
Corvallis, Ore.

BLOODIED NOSES AND BULLYING

In a letter published in the May-June issue (page 2), Jeffrey Antman expresses dismay at the phenomenon of "helicopter parents" who organize their children's busy lives, even in college. Referring nostalgically to his own youth, he writes that parents "knew that adventuring was all part of what was called 'growing up,' just like boys having fights, learning how to deal with bullies, and coming home with bloody noses."

It's unfortunate that he perpetuates the survival-of-the-fittest attitude that has long justified adults' inclination to look the other way when bullying and peer abuse are happening. I endured years of bullying while the adults around me waited for me to "grow up"—by stooping to the bullies' level and bloodying (or at least attempting to bloody) some noses. I never did.

Antman may judge boys like me to be stupid or cowardly. For my part, though, I'm pleased to see the anti-bullying policies and programs that are increasingly being put into place by forward-thinking schools. Happily, many teachers and parents have now come to understand that it's unkind and unconstructive to leave our children to spend much of their lives in a state of nature in which the strong prey cruelly on the weak.

Jay Gabler, Ed.M. '98, Ph.D. '07
Minneapolis

CORRECTIONS AND CLARIFICATIONS

The College Pump (May-June 2010, page 72) shows a "Pennies for Harvard" barrel owned by an alum in "Sarasota Springs, New York." Surely you meant Saratoga Springs.

Gerald M. Erchak, Ph.D. '76
Saratoga Springs, N.Y.

In the article about reunioners showcasing their creativity ("In the Limelight," Commencement & Reunion Guide, May-June, page 16A), the joke from the sketch "Bitter Spouses" was misquoted. The bitter spouse said, "I don't know why I had to fly all across the country to see where Elsie's [*not* "where else he"] used to be." The line quoted doesn't make sense. But I guess if you are too young to remember Elsie's, the actual line doesn't make sense, either. I sure miss the "Turkey Deluxe" sandwich.

Tom Gammill '79
Altadena, Calif.

Editor's note: Tom Gammill wrote the script for the show, so he should know. The quote was picked up from watching a DVD of the show—and fact-checked with the producer, who apparently did not catch that reference to Elsie's, either.

Right Now

The expanding Harvard universe

COPYRIGHTING CLOTHING

Real Fashion Police

On Oscar night, the exquisite gowns on movie stars like Charlize Theron, Julia Roberts, and Halle Berry command nearly as much attention as the Academy Awards themselves: red-carpet commentators intone the names of the designers who have clothed the parading beauties. And with amazing speed, American fashion pirates will have knock-off copies of these dresses in the stores, available at prices in the two- and three-figure instead of the four- or five-figure range.

This would not happen in Europe. There, intellectual-property laws have long protected fashion designers against unauthorized copying of their work. American designers enjoy no such rights. U.S. copyright law shields the work of authors, visual artists, musicians, photographers, and filmmakers from piracy, but leaves other areas, like fashion design, open to appropriation. (Trademark law does protect registered names and images such as "Gucci" and the Nike swoosh.)

"The U.S. copyright law excludes 'useful' articles," says assistant professor of law Jeannie Suk, J.D. '02, a senior fellow in the Humanities Center. "That includes things like apparel, shoes, and chairs."

Traditionally, Suk explains, "In Europe you had designers, and in America, you had copyists. American clothing manufacturers would go to Paris and Milan to find cutting-edge styles and bring them back to the United States. It's only recently that we've begun to think of American designers as exciting originators who rival or even surpass the Europeans. Think of Jacqueline Kennedy, who favored European designers, and Michelle Obama, who wears mostly American designers."

In "The Law, Culture, and Economics of Fashion," published last year in the *Stanford Law Review*, Suk and coauthor C. Scott Hemphill '94, of Columbia Law School, argue for providing fashion designers with a degree of copyright protection. Indeed, since 2006, legislators have introduced three bills in the U.S. Congress to protect designers. None of them passed. "All three protected too much," Suk believes.

She and Hemphill recommend a narrowly defined right of ownership, one that

Sandra Bullock arrives at the 2010 Golden Globe Awards in a violet Bottega Veneta gown; a copyist (far right) offers a "celebrity inspired" knock-off version online for $250.

PHOTOGRAPH BY JASON MERRITT/GETTY IMAGES would ban virtually identical replicas but permit a wide range of designs that might substantially resemble the original. Senator Charles Schumer '71, J.D. '74 (D-NY), is now preparing a new design-copyright bill, and his staff have solicited Suk's advice.

There is a delicate balance involved, because fashion intrinsically involves trends—designers and customers moving in the same direction together—as well as individualistic expression. "Fashion is *not* the same as books and music," Suk says. "Part of the point of fashion is to look kind of like others, while still being distinctive."

"There are companies that knock off, and others that participate in trends," she explains. The "most notorious copyist" is Forever 21, a knock-off retailer that does not operate in Europe but does business in the United States, and even here is a frequent defendant in copyright or trademark litigation. In contrast, Zara, a "fast-fashion" company that moves clothes rapidly into the marketplace, sells its products in both the United States and Europe and, though firmly on-trend, produces not *precise* copies, but adaptations or interpretations developed by in-house designers. The researchers say that from 2003 through 2008, Zara was not sued for infringement even once.

A design copyright law might especially benefit innovative younger creators, "who have fewer tools to prevent copying," Suk says. Customers of such smaller firms generally buy a garment because they like the design per se, and care little about its label. In contrast, buyers of a Gucci product want it in part "because it *is* Gucci," says Suk. "There's the cachet associated with that." It's a cachet that a knock-off cannot confer.

The interaction of law and culture fascinates Suk, who has a doctorate in literary studies from Oxford and last year published *At Home in the Law: How the Domestic Violence Revolution Is Transforming Privacy*. She and Hemphill modeled their design-right concepts on work by professor of law Lawrence Lessig, whose recent book *Remix: Making Art and Commerce Thrive in the Hybrid Economy* argues for a copyright stance that allows individuals to download, for example, video and audio recordings and re-edit them into original works. "The process of creativity involves looking back on something created before and using it," Suk explains. "At the same time, if you don't give people incentives to create original work, they won't invest in that activity. What's wrong with the current copyright law is that we're protecting too little in an area like fashion, for example, but protecting too much in other areas of creative work." ~CRAIG LAMBERT

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GALACTIC GUIDE

Map of the Milky Way

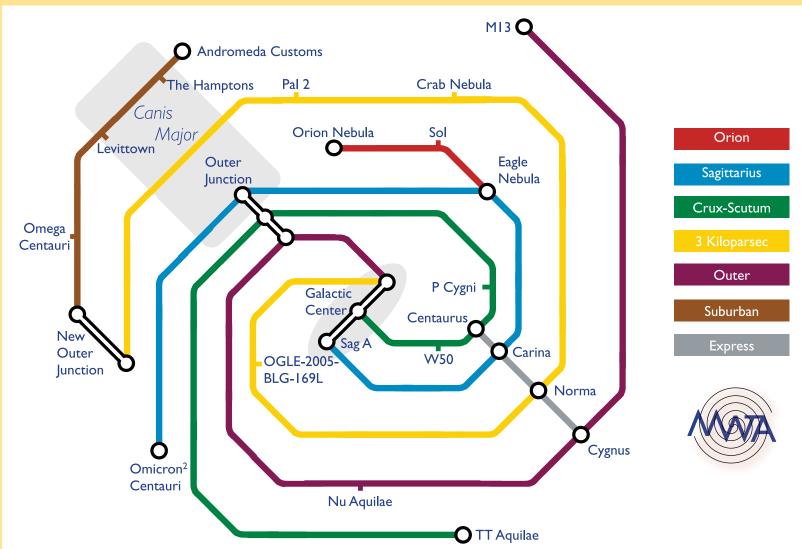

ILLUSTRATION BY SAMUEL ARBESMAN

SUBWAY MAPS are abstractions that show a city's transit links and the connections among stations. To present information as simply as possible, they pay little attention to actual distances or geography. Now Samuel Arbesman, a computational sociology fellow at Harvard Medical School, has applied that concept to the part of the universe we call home by creating a subway map of the Milky Way. The map is an attempt to make our galaxy more familiar, he says, and to "get people thinking about long-term possibilities in space."

Why is an expert in healthcare policy making star maps? Arbesman says he is a great believer in the power of simple models to enhance understanding of complex systems; subway maps have long interested him. Inspiration in this instance came after hearing professor of physics and electrical engineering Paul Horowitz speak at a local screening of the movie *Contact.* Arbesman then reread the Carl Sagan book behind the film, in which Sagan (with whom Horowitz worked on the Search for Extraterrestrial Intelligence project) refers to an imaginary cosmic Grand Central Station at the center of the galaxy.

For his own map, Arbesman used the coloring and formatting of the London Tube (the "ur-map" of subway systems, he notes) as a template to show the routes an interstellar traveler would take to hop between stars. Each rail line on the map represents a spiral arm of the galaxy, and stations are thousands or tens of thousands of light years apart. There are some inside jokes: Levittown, "the quintessential suburb," is one of the stops in the galactic boonies. Likewise, "our own solar system is way out in the suburbs," he says, at the station called "Sol." ~JONATHAN SHAW

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FORTIFYING WINKS

Lost Sleep Is Hard to Find

It's a time-honored practice among medical residents, cramming undergrads, and anyone else burning the candle at both ends: get very little sleep for days, maybe even pull an all-nighter, and then crash for an extra-long night of shut-eye to catch up.

Ten hours of sleep at once may indeed recharge us, and allow us to perform well for several hours after waking, according to research recently published in *Science Translational Medicine.* But "the brain literally keeps track of how long we've been asleep and awake—for weeks," says Harvard Medical School (HMS) neurology instructor Daniel A. Cohen, M.D., lead author of the study. And that means that the bigger our aggregate sleep deficit, the faster our performance deteriorates, even *after* a good night's rest.

Cohen and his coauthors monitored nine young men and women who spent three weeks on a challenging schedule: awake for 33 hours, asleep for 10—the equivalent of 5.6 hours of sleep a day. (This approximates the schedule of a medical resident, but many of us live under similar conditions; the National Sleep Foundation reports that 16 per-

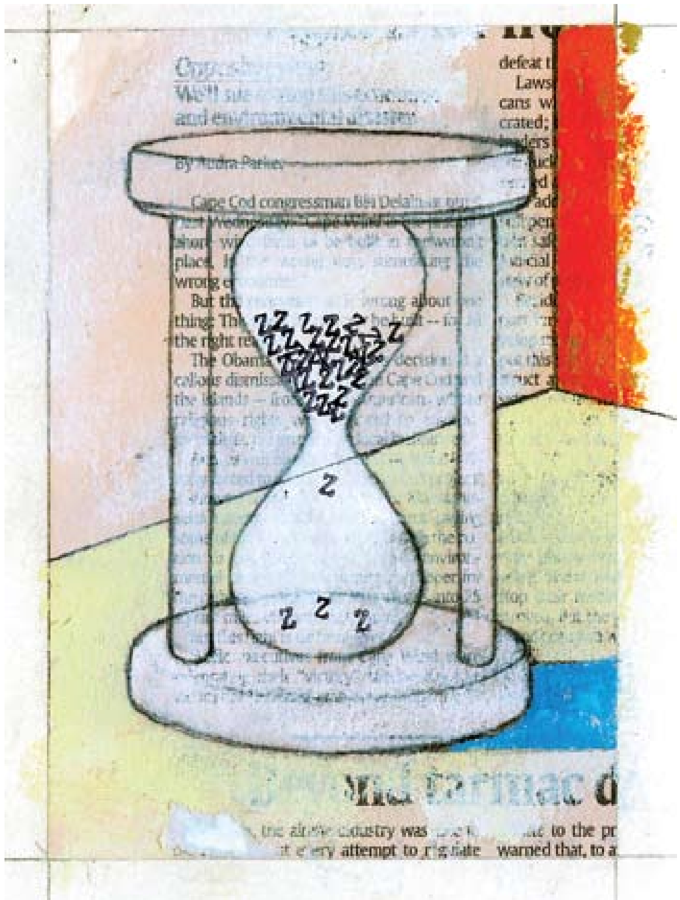

ILLUSTRATION BY DAVID LESH

cent of Americans sleep six or fewer hours a night.) When the study participants were awake, they took a computer-based test of reaction time and sustained attention every four hours.

The researchers were surprised to discover just how much an extended rest boosted test performance. "Even though people were staying awake for almost 33 hours, when they had the opportunity to sleep for 10 hours, their performance shortly after waking was back to normal," Cohen says. "The really interesting finding here is that there's a short-term aspect of sleep loss that can be made up

A WINDOW ON VITRIFICATION

The Solid Fluid

The behavior of tiny, deformable spheres packed together has helped scientists understand how glass flows.

COURTESY OF WEITZ EXPERIMENTAL SOFT MATTER GROUP

Glassblowers can pull superheated glass fresh from a furnace just like taffy, blow bubbles in it, and fashion beautiful objects by manipulating it while it flows. But there is something curious about glass. Molten glass, as it cools and vitrifies, never actually becomes a solid in the classic sense: glass molecules never lock themselves into a crystalline structure the way a true solid would. Instead, they just stop flowing, like honey in the freezer. (In fact, when honey is very cold, it behaves like glass.)

When scientists want to understand the properties of glass—what makes it flow at one temperature and jam up at another, for example—they use as a model a colloidal fluid: a liquid filled with tiny particles, or colloids, suspended evenly in it (milk is a familiar example). By packing in more and more colloidal particles, they make the suspension denser and slower to mimic glass cooling.

"The behavior of single molecules in glass can't be observed," says Mallinckrodt professor of physics David Weitz, an expert in experimental soft condensed matter. "But the colloidal particles, which are a thousand times larger, can be seen under a microscope," allowing researchers to visualize the behavior of glass at the molecular level under different conditions of temperature or stress.

But traditional colloidal models fail to mimic actual behavior at a certain point—solidifying or locking up rapidly in a way that true glass, which flows ever more slowly as it cools, does not. Weitz has therefore figured out how to create a colloid that behaves more like glass under near-solid, low-flow conditions by using soft, compressible particles made of gelatin in the fluid. The deformability of these Jell-O-like particles, says Weitz, is analogous to the vibrations and internal motions of real glass molecules, which are made of many atoms that allow them to fluctuate in size and shape.

Even without understanding the physics, experienced glassblowers know that once they start pulling glass in one direction, they can keep stretching it as it cools, but only by applying greater and greater force. The colloidal model, in its faithfulness to the way real glass flows, has allowed researchers to visualize the way individual molecules behave—to "see" how they deform as they literally slide past each other under pressure. This is a "huge insight," says Weitz: that "a lot of what dominates" glass's fascinating behavior depends "on the way squishy spheres pack together."

~JONATHAN SHAW

PHOTOGRAPH BY LEO REYNOLDS

The swirls in this hand-blown glass are a visual reminder of its latent fluidity.

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www.seas.harvard.edu/projects/weitzlab/research.html#colloids

The bigger our aggregate sleep deficit, the faster our performance deteriorates, even *after* a good night's rest.

relatively quickly, within a long night."

But the days and weeks of lost sleep eventually took their toll. The investigators knew from previous research that people awake for 24 hours straight display reaction times comparable to those of people who are legally drunk. Cohen's new study reveals that those who pull an all-nighter on top of two or three weeks of chronic sleep loss reach that level of severe impairment faster—after just 18 hours awake.

Sleep researchers sometimes use the analogy of an hourglass to illustrate how we lose our ability to function as the day wears on. A good night's sleep gives us a full ration of sand at the top of the glass; the grains begin to fall when we wake up, and "with each grain that drops, there's an increasing level of impairment," Cohen explains. The new study's findings led its senior author, associate professor of medicine Elizabeth Klerman, to refine the analogy: "She says chronic sleep loss essentially enlarges the hole between the halves of the hourglass, so the sand falls a lot faster. That means you can be fully restored [by a long night's sleep], but you peter out very quickly."

Cohen's study also revealed valuable information about how circadian rhythms influence our responses to sleep deprivation. The researchers determined that hitting the body's circadian high (from about 3 P.M. to 7 P.M. for most people, when levels of the hormone melatonin are lowest in the bloodstream) can effectively mask the effects of sleep loss on performance—suggesting why chronically sleep-deprived individuals may not feel very sleepy for much of the day and think they're sufficiently rested. To make matters worse, Cohen says, "Prior research shows that people start to overrate how they perform when they're chronically sleep deprived." But the inevitable circadian low (roughly 3 A.M. to 7 A.M., when melatonin levels are highest) *magnifies* the effects of sleep loss, slowing reaction times by a factor of 10—one reason overnight drivers, for example, are especially prone to errors.

Scientists don't yet know how long it takes to overcome a long-term sleep debt. "It certainly takes longer than three days," Cohen says. "It could even take up to a couple of weeks of a normal sleep schedule before people are fully caught up"—an important fact for people with safety-sensitive jobs to know, so they can make adequate sleep a priority. He admits some trouble with this himself, especially during his medical training. "But since I've been in the sleep field," he says, "I've tried to shoot for closer to eight hours per night."

~ERIN O'DONNELL

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JEREMY FENG '12 OF SAN JOSÉ, CALIFORNIA, AND RESIDENT OF LEVERETT HOUSE, CONDUCTING STEM CELL RESEARCH AS A MOLECULAR AND CELLULAR BIOLOGY CONCENTRATOR.

Montage

Art, books, diverse creations

16 Open Book
17 Echo Chamber—and Amplifier
20 The Art of Home Restoration
21 Off the Shelf
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24 Inner Vision

Mystery writer Alfred Alcorn at the Harvard Museum of Natural History, where he's never had to solve a homicide.

Curating Murders

A mystery series in a museum whose academic backdrop sure looks familiar.

by CRAIG LAMBERT

CANNIBALISM, LETHALLY potent aphrodisiacs, the embalming and display of a major financial donor—not routine agenda items at academic meetings. Yet such subjects get discussed, amid hilarious persiflage, by the Oversight Committee that monitors the fictional Museum of Man (MOM), loosely affiliated with the equally fictional Wainscott University in the coastal town of Seaboard, Maine. It's a distinguished old museum, founded by nineteenth-century seafarers who brought back, from all parts of the globe, marvelous specimens of human creation.

The damnable problem is that people keep getting murdered there. So old-school museum administrator Norman de Ratour again and again finds himself a reluctant sleuth, tracking perpetrators via video surveillance cameras in Neanderthal exhibits, through anonymous e-mails from a staffer who signs messages "Worried," and in the Primate Pavilion, where demented zoologists investigate the ability of chimpanzees to create literary works on keyboards.

The three volumes in the MOM series (all from Zoland Books; a fourth is in the works) began with *Murder in the Museum of Man* (1997), followed by *The Love Potion Murders in the Museum of Man* (2009) and *The Counterfeit Murder in the Museum of Man* (2010). Their author, Alfred Alcorn '64 (http://alfredalcorn.com), edited the *Harvard University Gazette* from 1979 to 1986 and directed the Harvard Museum of Natural History's travel program from 1995 until 1998 (he still leads trips on occasion). Alcorn knows both Harvard and museums well ("I have a real affection for museums," he says. "I've never been in a museum I didn't like."). He also extracts professional knowledge from his daughter, Sarah Alcorn '90, a private investigator.

Harvard cognoscenti will readily detect the roman-à-clef aspects in his stories. A

Photograph by Fred Field

priest with a penchant for evolutionary biology, Father S.J. O'Gould, S.J., is, Alcorn says, a "caricature by inversion" of the late Agassiz professor of zoology, Stephen Jay Gould. The model for Wainscott's African-American chaplain, Reverend Alfie Lopes, can only be Plummer professor of Christian morals Peter Gomes, minister in the Memorial Church. And the "ubiquitous lawyer" Ariel Dearth, the "Leona von Beaut Professor of Situational Ethics and Litigation Development" at Wainscott's law school, may remind some of another attorney who shares his initials, Frankfurter professor of law Alan Dershowitz.

The plots, even for whodunits, are as unconventional as the academic setting. Pharmacological researchers invent an aphrodisiac so powerful that villains turn it to homicidal ends; its menace surfaces upon the discovery that two faculty colleagues, united only by mutual loathing, have perished via fatal copulation. A cultish fellowship of anthropologists becomes

OPEN BOOK

Education for the Soul

In India, where she has conducted research, and in the United States, where she teaches, Martha C. Nussbaum finds increasing emphasis being placed on the skills required by any modern democracy to sustain "a strong economy and a flourishing business culture"—but at the expense of humanistic education to "promote a climate of responsible and watchful stewardship and a culture of creative innovation," as spelled out in this excerpt from the first chapter of *Not for Profit: Why Democracy Needs the Humanities* (Princeton, $22.95). Nussbaum, JF '74, Ph.D. '75, RI '81, is Freund Distinguished Service Professor of law and ethics in the University of Chicago's philosophy department and in its law and divinity schools.

Radical changes are occurring in what democratic societies teach the young, and these changes have not been well thought through. Thirsty for national profit, nations, and their systems of education, are heedlessly discarding skills that are needed to keep democracies alive. If this trend continues, nations all over the world will soon be producing generations of useful machines, rather than complete citizens who can think for themselves, criticize tradition, and understand the significance of another person's sufferings and achievements. The future of the world's democracies hangs in the balance.

What are these radical changes? The humanities and the arts are being cut away, in both primary/secondary and college/university education, in virtually every nation of the world. Seen by policy-makers as useless frills,…they are rapidly losing their place in curricula, and also in the minds and hearts of parents and children. Indeed, what we might call the humanistic aspects of science and social science—the imaginative, creative aspect, and the aspect of rigorous critical thought—are also losing ground as nations prefer to pursue short-term profit by the cultivation of the useful and highly applied skills suited to profit-making.

…We are pursuing the possessions that protect, please, and comfort us—what [Rabindranath] Tagore called our material "covering." But we seem to be forgetting about the soul, about what it is for thought to open out of the soul and connect person to world in a rich, subtle, and complicated manner; about what it is to approach another person as a soul, rather than as a mere useful instrument or an obstacle to one's own plans; about what it is to talk as someone who has a soul to someone else whom one sees as similarly deep and complex.

The word "soul" has religious connotations for many people, and I neither insist on these nor reject them. …What I do insist on, however, is what both Tagore and [Bronson] Alcott meant by this word: the faculties of thought and imagination that make us human and make our relationships rich human relationships, rather than relationships of mere use and manipulation. When we meet in society, if we have not learned to see both self and other in that way,…democracy is bound to fail, because democracy is built upon respect and concern, and these in turn are built upon the ability to see other people as human beings, not simply as objects.

Given that economic growth is so eagerly sought by all nations, especially at this time of crisis, too few questions have been posed about the direction of education, and, with it, of the world's democratic societies. With the rush to profitability in the global market, values precious for the future of democracy, especially in an era of religious and economic anxiety, are in danger of getting lost.

RANDY FARIS/CORBIS

Pharmacological researchers invent an aphrodisiac so powerful that villains turn it to homicidal ends; two faculty colleagues, united only by mutual loathing, perish via fatal copulation.

so immersed in their study of cannibalism as to actually practice it: in reporting on the remains of the murdered Dean Fessing, the coroner, de Ratour declares,

> took unseemly relish, I thought, in relating to me some of the details of the autopsy. Indeed he sounded more like Rick Royick, the *Bugle*'s food critic, than a coroner. The dean's buttocks, it appears, were baked with a cinnamon honey glaze...medallions of thigh dressed in a basil curry beurre blanc that had been served with a thyme-infused purée of white beans and black olives in a marinade of citrus and fennel....I must say that if the doctor was indulging in levity at my expense, it is a levity I find in the worst possible taste, and no pun is intended.

In the third book, a chimpanzee named Alphus, benefiting from a surgically enhanced cranial blood supply, develops full command of sign language, a taste for single-malt Scotch, and an ability to write English prose that might rival Gibbon.

Alcorn, too, has great fun with names. A young and beautiful tart who makes the unlikely career transition from call girl to lab assistant is Celeste Tangent; she had worked for the "Russian-Jewish mob in Brooklyn," one of whose rulers is Victor "Dead Meat" Karnivorsky. The Seaboard police department's Lieutenant Tracy collaborates with de Ratour in solving the homicides. (The author rarely mentions the lieutenant's first name, which is, of course, Richard.) And in the third book, three possible murder suspects are Feidhlimidh de Buitliér, curator of the Greco-Roman collection, Merissa Bonne, widow of the decedent, and Max Shofar, a rare coin dealer—whose surnames send up the classic mystery lineup of servants: butler, maid (*bonne* is French for maid), and chauffeur. Codes are embedded everywhere. Norman's full name, for example, is Norman Abbott de Ratour—eliding the *de* yields N.A. Ratour, or *narrator.*

The mordant Norman is a highly cultivated gentleman—"a bit refined, and just a bit snobbish," says Alcorn. "He cherishes a certain ignorance about the contemporary world—he resists cell phones. He is deliberately and consciously old-fashioned, a foil to use against the modern world." In contrast, his antagonists tend to be resolutely modern, full of conniving intelligence, materialistic values, power lust, or political correctness. At one juncture, de Ratour's much younger lover throws herself into his arms, panting, "Oh, Norman, Norman, I am so glad to see you. I will never leave you again. You are like...civilization."

Visit harvardmag.com/extras to hear an excerpt from the interview with Alcorn

Echo Chamber—and Amplifier

The persistent sonnet

by ADAM KIRSCH


Henry Howard

HULTON ARCHIVE/GETTY IMAGES

Poets writing in English have six centuries' worth of forms at their disposal. During the Renaissance, Shakespeare and Milton made blank verse (unrhymed iambic pentameter) the standard mode for narrative and dramatic verse, while in the eighteenth century Dryden and Pope preferred the urbane rhythms of the heroic couplet. Then there are the adopted forms, not quite domesticated from their French or Italian originals: rhyme royal, sestinas, triolets. Recently, American poets have become fond of the pantoum, an originally Malay form that involves a cyclical repetition of lines. But none of these is as vigorous, even in the generally lawless and anti-formal world of contemporary American poetry, as that most conventional and classical of forms, the sonnet.

The Art of the Sonnet, an innovative and intelligent new anthology edited by the poet and critic Stephen Burt, recently tenured as professor of English at Harvard, and David Mikics, professor of English at the University of Houston, is designed to showcase the sonnet's surprising endurance. Of the 100 sonnets in the anthology, 17 were published since 1990, while the sixteenth century—usually considered the golden age of the sonnet sequence—is represented by just eight selections.

> Stephen Burt '93 and David Mikics, *The Art of the Sonnet* (Harvard University Press, $35.)

If you are looking for a book that will give you all the best sonnets ever written in English, this imbalance might be unsettling. But the editors explain in their preface that "we do not mean to claim equal

In what way is a sonnet from the age of Henry VIII like a sonnet by a twentieth-century poet from the English working class?

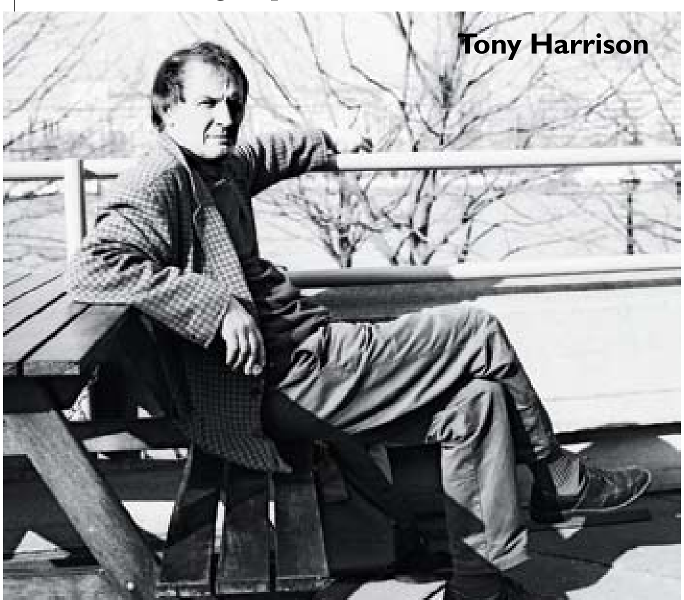
stature for every one" of the poems in the book, and "we have also left out some sonnets that stand...among the finest in the language." Burt and Mikics argue, quite reasonably, that the most famous sonnets in English have been anthologized endlessly—they cite three major sonnet anthologies published just in the last decade. The goal of *The Art of the Sonnet*, rather, is to "show what the sonnet has meant" to writers of English over the last six hundred years, "and how it has changed." To this end, each poem in the book is accompanied by a short essay, in which the editors offer useful historical background and insightful critical remarks.

In what way is a sonnet by Henry Howard, Earl of Surrey, a powerful nobleman at the court of Henry VIII, like a sonnet by Tony Harrison, a twentieth-century poet from the English working class—or, for that matter, a sonnet by Gwendolyn Brooks, an African-American woman? It is not necessarily that they share a single, fixed form. The classic sonnet consists of 14 iambic pentameter lines, rhymed according to a fixed pattern, and divided in one of two ways: the Italian sonnet contains an octave (the first eight lines) and a sestet (the last six), while the English or Shakespearean sonnet has three quatrains and a concluding couplet. But while some twentieth century poets—Robert Frost, Seamus Heaney—use the strict form, many others depart from it. Robert Lowell, for instance, wrote hundreds of sonnets consisting of 14 unrhymed pentameter lines. Marianne Moore's superb, and highly characteristic, 1932 poem "No Swan So Fine," included in *The Art of the Sonnet*, has neither the rhymes nor the pentameters nor the section breaks of the traditional sonnet:

"No water so still as the
  dead fountains of Versailles." No swan,
with swart blind look askance
and gondoliering legs, so fine
  as the chintz china one with fawn-
brown eyes and toothed gold
collar on to show whose bird it was.

Lodged in the Louis Fifteenth
  candelabrum-tree of cockscomb-
tinted buttons, dahlias,
sea-urchins, and everlastings,
  it perches on the branching foam
of polished sculptured
flowers—at ease and tall. The king is dead.

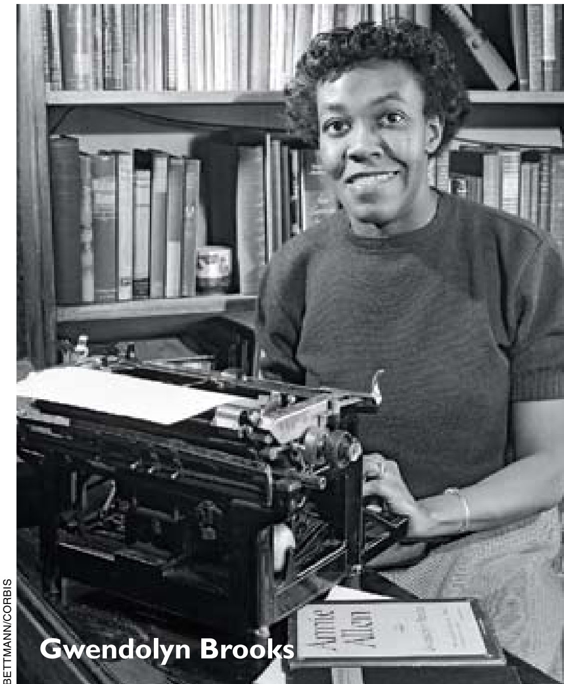
This poem has 14 lines—does that make it a sonnet? Burt and Mikics convince us that the answer is yes, in part because of the subject of Moore's poem: the difference between the real swan and the artificial one, which is the difference between nature and art, and between the present and the past. Read in the context of this anthology, Moore's poem seems to ask if the sonnet isn't as courtly and antique as Louis XV's chintz china bird. If the king is dead, and the swan so unmistakably obsolete—a fact ironically underscored by Moore's choice of the flower name "everlastings"—why hasn't the sonnet joined them?



Tony Harrison

GEMMA LEVINE/HULTON ARCHIVE/GETTY IMAGES

The reason the sonnet isn't history, Burt and Mikics argue in their introduction, is precisely that "the sonnet *had* a history—and to write a sonnet was to participate in a line of poets, stretching back for centuries, who had taken up the form. The sonnet by the early twentieth century, in English at least, stood less for particular historical lines than for history as such." Almost from its beginning, in fact, the sonnet was a peculiarly self-conscious form. One of Shakespeare's most famous sonnets, "My mistress's eyes are nothing like the sun," is actually a *parody* of the conventional love sonneteer's "blazon," or catalog of his mistress's beauties. When Wordsworth, in the midst of the Napoleonic wars, wanted to rouse England to its ancient virtues, he wrote a sonnet about Milton ("Milton! Thou shouldst be living at this hour") as a way of invoking Milton's own noble, civic-minded sonnets, such as "On the Late Massacre in Piedmont."



Gwendolyn Brooks

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The Art of the Sonnet includes both of those poems, allowing the reader to see how the tradition extends and resonates through the centuries. But Burt and Mikics take care also to give us very different sonnets by each poet: the bereaved Milton of "Methought I saw my late espoused saint," the intensely psychological Wordsworth of "Surprised by Joy." And it is revelatory to see, alongside these canonical poems, some less-known works that clearly echo and respond to them. Many readers will recognize Keats's "On Seeing the Elgin Marbles," but few will know Trum-

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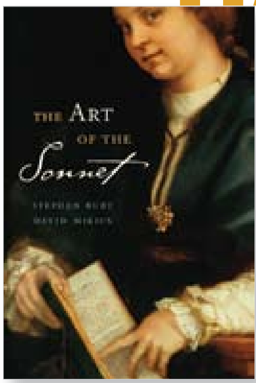

THE ART OF THE SONNET

Stephen Burt and David Mikics

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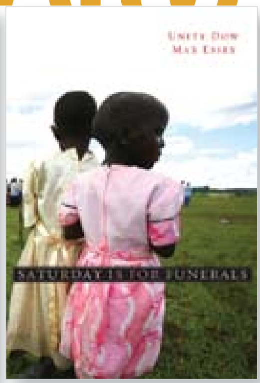

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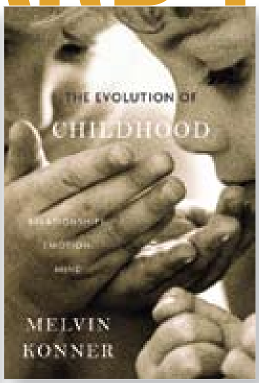

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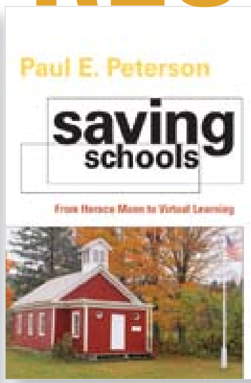

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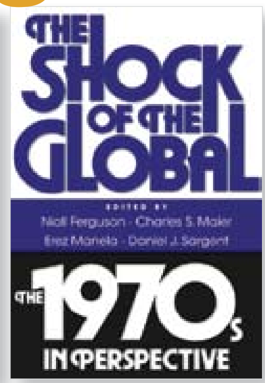

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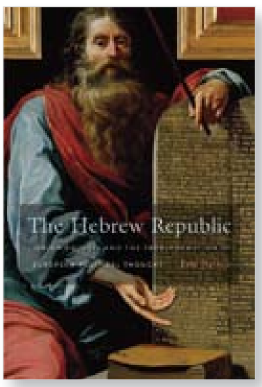

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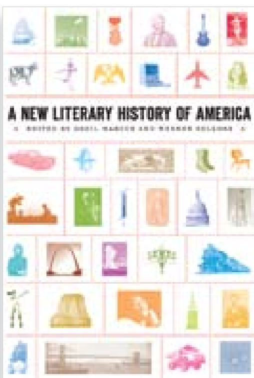

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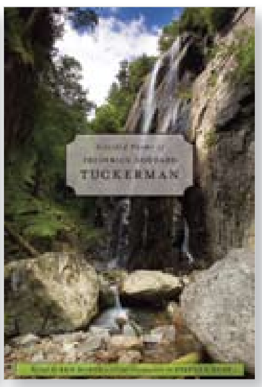

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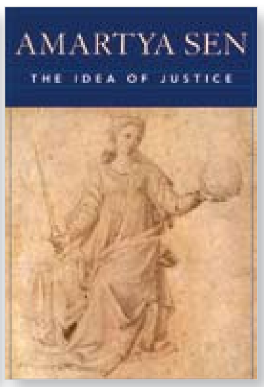

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bull Stickney's 1905 poem "Mt. Lykaion," which also swoons at antiquity:

Alone on Lykaion since man hath been
Stand on the height two columns, where at rest
Two eagles hewn of gold sit looking East
Forever; and the sun goes up between.
Far down around the mountain's oval green
An order keeps the falling stones abreast.
Below within the chaos last and least
A river like a curl of light is seen.
Beyond the river lies the even sea,
Beyond the sea another ghost of sky,—
O God, support the sickness of my eye
Lest the far space and long antiquity
Suck out my heart, and on this awful ground
The great wind kill my little shell with sound.

All poetry can be seen as a conversation between poets over time. In *The Art of the Sonnet*, the little room of the sonnet serves as an echo chamber and amplifier, allowing us to hear those voices—great and small, living and dead—more clearly than ever.

Adam Kirsch '97 is a senior editor at the New Republic *and a columnist for the online magazine* Tablet. *His most recent collection of poems is* Invasions *(Ivan R. Dee).*


Marianne Moore
BETTMANN/CORBIS

The Art of Home Restoration

Functional integration of old and new

by JONATHAN SHAW

Restoring a Greek Revival or a Victorian home to its period means balancing the preservation of the building's historic fabric against the needs of modern daily living. Doing that well is an art that Charlie Allen '70 has been practicing for nearly 40 years in the Boston area. Allen has won numerous preservation awards from historical commissions on the one hand, and awards for his remodeling prowess from shelter magazines and the construction industry on the other.

"I am a preservationist at heart," he says, "but what I am being asked to do, and what I happily make a living at, is integrating modern needs and functions and amenities into period homes in as seamless and careful a way as possible. Our typical customers want to be good stewards. They come to us because they love their old house but it doesn't work for them in the way they need: growing family, growing old." Making homes work for people, he sums up, is "vital to their preservation."

Among the many challenges is dealing with anachronisms like flush toilets, refrigerators, and stainless-steel stoves. Allen chooses to emphasize the container—the rooms that hold these objects—as the proper focus for integrating them into the rest of the house. "If allowed, I like to bring the flooring from the rest of

Kitchens in older homes—unlit, utilitarian, and at the rear of the house—reflect a role for women that we no longer tolerate, says remodeler Charlie Allen. This restoration aimed to connect the kitchen to the outdoors and the rest of the house.

CHARLIE ALLEN RESTORATIONS

Off the Shelf

Recent books with Harvard connections

The Evolution of Childhood: Relationships, Emotion, Mind, by Melvin Konner, Ph.D. '73, M.D. '84 (Belknap Harvard, $39.95). In a truly monumental work (753 pages plus references, etc.), the Emory University anthropologist/neuroscientist/behavioral biologist proceeds from the wonders of the young—"Nothing in nature is more marvelous than children's emotions and behavior"—to the biology and evolution of humans' behavior and mind.

Drawing the Map of Life: Inside the Human Genome Project, by Victor K. McElheny (Basic Books, $28). A journalistic history of the scientists who teased out the full genetic code, including appearances by such Harvard researchers as Mark Ptashne, Walter Gilbert (Loeb University Professor emeritus), and Eric Lander (now of the Broad Institute).

Adventures among Ants, by Mark W. Moffett, Ph.D. '87 (University of California, $29.95). The explorer, a Smithsonian Institution research associate, embarks on "a global safari with a cast of trillions," whom he photographs spectacularly and also anthropomorphizes, in a way, as warriors, road-builders, and farmers.

Different: Escaping the Competitive Herd, by Youngme Moon (Crown, $26). The David professor of business administration, a specialist in marketing—"the soundtrack of our generation"—explores ways to overcome "the world of sameness."

Art Matters, by Robert Paul Lamb, Ph.D. '88 (Louisiana State University, $45). A searching examination of a writer (Hemingway) and form (his short stories) that have been perhaps under-studied, by a professor of English at Purdue.

Saving Schools: From Horace Mann to Virtual Learning, by Paul E. Peterson (Belknap Harvard, $25.95). The Shattuck professor of government, who directs the Program on Education Policy and Governance at Harvard, looks at various flavors of reform and why "elementary and secondary schools in the United States no longer appear exceptional."

The Power of Social Innovation, by Stephen Goldsmith, Paul professor of government (Jossey-Bass, $35). The Harvard Kennedy School professor, formerly mayor of Indianapolis, explores civic entrepreneurship and innovative solutions to community problems. He can practice what he preaches as New York City's new deputy mayor for operations.

Arctic Circle, by Robert Leonard Reid '65 (Godine, $27.95). Casting off from his Nevada home, the author heads far north to follow, as the subtitle says, "birth and rebirth in the land of the caribou," along their 2,700-mile migration. With chilly photos if the beach is too hot.

The Logic of Discipline, by Alasdair Roberts, M.P.P. '86, Ph.D. '94 (Oxford, $35). During the past three decades, government has been restructured to serve the market, argues the Rappaport professor of law and public policy at Suffolk University Law School. Now, the underlying "logic of discipline" has been proven to be both undemocratic and incapable of sophisticated governance. The market paradigm is, in short, kaput.

A Liberal Education, by Abbott Gleason '60, Ph.D. '69 (TidePool Press, $26.95). The author, an historian (emeritus) of the Soviet Union, from Brown, lovingly and amusingly recalls his Harvard College education in the late 1950s, from influential roommates such as John Harbison (the composer) to Eliot House master John Finley (frostily putting down President Nathan Pusey) to Renato Poggioli (strategically employing "an Anglo-Saxon word [that] does not come easily to my Latin lips").

Wild Urban Plants of the Northeast, by Peter Del Tredici, senior research scientist, Arnold Arboretum (Cornell, $29.95 paper). A field guide, profusely illustrated. You'll need a backpack, not a pocket, for stowage.

ROBERT LEONARD REID

TORU SONOHARA

Robert Leonard Reid propelled himself above the Arctic Circle and there encountered both terns and the great caribou herd, including these young.

A Gringa in Bogotá, by June Carolyn Erlick (University of Texas, $40; $19.95, paper). The author, an editor at the David Rockefeller Center for Latin American Studies, lived in Colombia from 1975 to 1985 and again from 2005 to 2006. Amid the drugs and violence, she finds and documents life going on.

The Eight, by Susan Saint Sing (St. Martin's, $26.99). An account of rowing, based on reporting about the 2008 varsity men's heavyweight crew.

In an interior bathroom, transom windows and frosted glass allow natural light from an exterior window in the next room to reach the space. Allen chose to use period details such as wainscoting and molding to draw attention away from modern anachronisms like the frameless glass shower door.

CHARLIE ALLEN RESTORATIONS

the house back into the kitchen. I like to bring the moldings from the rest of the house—the high baseboards, the base mold, the wainscoting, the chair rail—into these rooms. Bathrooms, too." He'll change the windows, which in kitchens are often shorter or modern, to match the rest of the house because "if you 'hold' these spaces, it helps soften the six-burner Wolf stove or the frameless-glass shower door. He makes no claims for out-of-the-box creativity, but "I'm good at copying," he says with a laugh.

But Allen's creativity shows in his clever solutions for specific problems that plague many historic buildings, such as lack of storage space or inadequate natural light. In the basement of his office headquarters on River Street in Cambridge, for example, he has funneled in light by installing glass pavers in the public sidewalk above a granite-lined window well where previously there would have been a steel grate. The hand-hewn rock lining the well, which nobody would have noticed under normal circumstances, is beautiful when seen from inside and draws attention to the craftmanship of its construction.

HM Visit harvardmag.com/extras to view more images

To deal with an inadequately lit interior bathroom in one project, Allen combined a frosted glass door (to ensure privacy) with clear transom windows above in order to import light from an inline exterior

Charlie Allen

SHELLY HARRISON

JIM HARRISON

A granite-lined window well at the headquarters of Charlie Allen Restorations Inc. uses frosted glass pavers in the sidewalk to brighten a basement hallway.

window. In another home, where one exterior kitchen wall faced the sheer brick façade of an adjacent building just three feet away, he again used windows with frosted glass to block the view while admitting light.

Allen grew up on a former chicken farm in Washington state; he learned his craft by constructing additional bedrooms in the basement of his family's home, using materials scavenged from the main chicken-coop building. His trip to Cambridge as a Harvard freshman marked his first time east of the Mississippi. He took up social work after college, while support-

Chapter & Verse

Correspondence on not-so-famous lost words

Winthrop Thies would like both the name of the U.S. Supreme Court justice who wrote, "Wisdom is so rare an attribute that it were better it come late than not at all" (or words very similar) in an opinion from, he thinks, the mid 1930s, and the name of the case being decided, which involved the federal estate tax.

Bernard Levine seeks the exact wording, context, and source for a remark attributed to François-René de Chateaubriand: "A nation can have a constitution or it can have a bureaucracy. It cannot have both."

Benjamin Karney requests the source of a quotation (frequently attributed on the Internet to Albert Einstein) about men's and women's expectations for each other in marriage: "Women marry men hoping they will change. Men marry women hoping they will not. So each is inevitably disappointed." He has yet to find a precise citation, although he has seen similar statements attributed to others, for example: "Women hope men will change after marriage but they don't; men hope women won't change but they do," from Bettina Arndt, *Private Lives* (1986).

"I have spent sleepless nights that others might rest" (November-December 2009). Michael Comenetz provided a very different interpretation of the possible meaning of the original assertion by forwarding lines 93-94 from Book I of Alexander Pope's *The Dunciad:* "While pensive Poets painful vigils keep,/ Sleepless themselves to give their readers sleep."

"You tell me I am wrong" (May-June). Ralph Gallagher was first to identify the opening lines of D.H. Lawrence's poem "Pomegranate" (the second line runs, correctly, "Who are you, who is anybody to tell me I am wrong?"), later published in his book *Birds, Beasts, and Flowers*. Dan Rosenberg, citing details from *A Bibliography of D.H. Lawrence,* by Warren Roberts and Paul Poplawski, reported that the poem, which was written near Florence in 1920, was originally published in the literary magazine *The Dial* (70: 317-318) in March 1921.

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


CHARLIE ALLEN RESTORATIONS

In this upper-story turret, unused space has been captured for storage with cabinetry that blends seamlessly with the existing woodwork.

ing himself with his carpentry skills, and eventually fell in love with his second job.

In 1978, he founded Charlie Allen Restorations (www.charlie-allen.com); it now employs three full-time project managers.

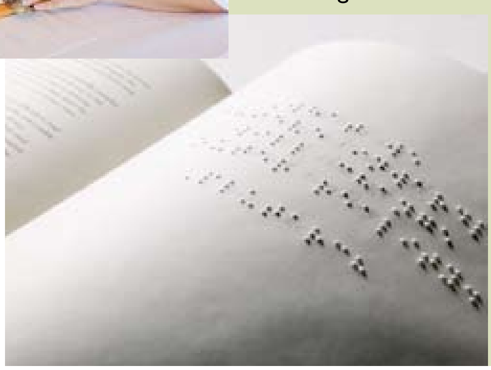
Although he rarely wields a hammer himself these days, Allen pays attention to the details—restoring the sill horns (the extreme ends that extend beyond the opening) or long-lost backband molding to a window, or simply applying the right combinations of paint colors to emphasize a building's "artful geometries"—that let buildings recapture their original character. At the Cambridge Historical Society's Hooper-Lee-Nichols House, where Allen has supervised preservation work pro bono, the goal is to preserve the house exactly as it is. But for his customers, the goal is to make their homes function well *and* look the period. The result is a testament to the link between utility and beauty.

F O L I O

Inner Vision


This special edition of J.K. Rowling's Commencement address, with wooden case and hand-embossed Braille (below), was crafted by Francie Randolph (left).

Artist Francie Randolph '87, Ed.M. '96, of Truro, Massachusetts, was looking for a visual element that could unite the ideas of failure and imagination. She was designing a limited edition of 15 hand-bound books, enclosed in wooden boxes, each a reprint of *Harry Potter* author J.K. Rowling's 2008 address on Commencement afternoon, "The Fringe Benefits of Failure, and the Importance of Imagination."



When Randolph's son came home from school one day and displayed his own name written in Braille, she had a eureka moment. She learned the story of Louis Braille, a French child who lost his sight in 1812 at the age of three after an accident in his father's harness shop, but by the age of 15 had invented the six-dot Braille system for rendering letters and words in tactile form—an alphabet now used worldwide by blind and severely sight-impaired individuals to read.

"The creation of this book was wonderful for me," Randolph explains, "because practicing and creating Braille for hours in my studio led to thinking about the nature of *feeling*—reading Braille, versus *analyzing*—sight reading. I found that this balance between intuitive feeling and conscious analysis is at the heart of Rowling's speech when she says, 'We do not need magic to change the world, we carry all the power we need inside ourselves already: we have the power to imagine better.'"

Georgene Herschbach, the former registrar of Harvard College and co-master (with her husband, Dudley Herschbach, Baird professor of science emeritus) of Currier House, commissioned the limited edition as a source of gifts for friends. She knew Randolph from having worked with her on the covers of Harvard's course catalogs, which Randolph designed from 1993 until 2009, when they went online.

HM

Visit harvardmag.com/jkrowling for the video and text of Rowling's 2008 speech

So far, Randolph has made eight of the 15 books; recipients include President Drew Faust and dean of Harvard College Evelynn Hammonds. Rowling is also on the gift list. A copy will be displayed at Randolph's annual studio exhibition on Thursday, August 12 (see www.francierandolph.com).

Randolph hand-embossed a single word in Braille in the margin of each page of the text. A vellum overlay at the end of the book provides the key. The Braille words spell out a sentence from Plutarch that Rowling quoted in her speech: "What we achieve inwardly will change outer reality."

~CRAIG LAMBERT

Photographs by Stephen Wisbauer

New England

REGIONAL SECTION

Extracurriculars

SEASONAL

The Farmers' Market at Harvard
www.dining.harvard.edu/flp/ag_market.html
In Cambridge:
• Tuesdays, 12:30-6 P.M. (rain or shine)
Outside the Science Center, at the corner of Oxford and Kirkland streets.
In Allston:
• Fridays, 3-7 P.M.
Corner of North Harvard Street and Western Avenue.
Organized by Harvard University Dining Services, this outdoor market runs through October. It emphasizes local goods—from fresh produce, baked treats, and jams to herbs, chocolates, and cheeses—and also offers cooking demonstrations.

FILM

The Harvard Film Archive
http://hcl.harvard.edu/hfa
Visit the website for complete listings.
617-495-4700
• Opening July 9
"The Complete Nicholas Ray" explores the vision of this American filmmaker through screenings of *In a Lonely Place*, *Johnny Guitar*, and *Rebel Without a Cause*, among others.
• August 6-9
Six Moral Tales will be shown, including the art house favorites *My Night at Maud's* and *Claire's Knee*, to celebrate the life and art of Eric Rohmer, critic, director, and founding member of the French New Wave, who died earlier this year.
• August 13-15
Avant-garde filmmaker George Kuchar will be present to discuss his work (with screenings of *The Devil's Cleavage* and a selection of shorts.

EXHIBITIONS

Harvard Art Museum—Sackler
www.harvardartmuseum.org
617-495-9400; 485 Broadway
Gallery talks:
• July 17 at 11 A.M.
Collecting Modernism explores the complex interactions among popular taste, historical events, and stylistic developments that gave rise to late nineteenth- and early twentieth-century European art.
• August 14 at 11 A.M.
Around Antique: Prints, Drawings, and Photographs focuses on renderings of classical sculptures, temple ruins, and mythological figures.

Harvard Museum of Natural History
www.hmnh.harvard.edu
617-495-3045
• Continuing: The museum's newest exhibit, ***Headgear: The Natural History of Horns and Antlers,*** shows how and why animals grow extenders and how different cultures have used and experienced them.

Peabody Museum of Archaeology and Ethnology
www.peabody.harvard.edu
617-496-1027
• Continuing: ***Spying on the Past: Declassified Satellite Images and Archaeology.*** Harvard archaeologists used these arresting images to explore sites in Mesopotamia and South America. Case studies in Syria, Iraq, Iran, and Peru, for instance, reveal complex early cities, intricate irrigation canals, and even traces of nomadic journeys.
• Continuing: ***Wiyohpiyata: Lakota Images of the Contested West*** highlights colored drawings by Plains Indian warriors and historic Lakota objects from the Pea-

Left to right: From *Maps with an Attitude: Cartographies of Propaganda and Persuasion,* at Pusey Library; *In a Lonely Place,* at the Harvard Film Archive; and campsite images from *Spying on the Past: Declassified Satellite Images and Archaeology,* at the Peabody Museum.

NEW ENGLAND REGIONAL SECTION

HARVARD ART MUSEUM

***Caricature of the Laocoön*, c. 1540-45, by Niccolò Boldrini, at the Sackler**

body's collections, all displayed in a gallery designed with the assistance of contemporary artist Butch Thunder Hawk.

LIBRARIES

www.hcl.harvard.edu/info/exhibitions

Houghton Library
617-496-4027
• Through July 31
Let Satire Be My Song: Byron's English Bards and Scotch Reviewers. The exhibit traces the poet's vitriolic literary satire (partly in response to a hostile review of his third book, *Hours of Idleness*), as well as his later, futile efforts to suppress it.
• Opening August 15
Life in the Transitions: William James, 1842-1910 looks at the scholar's multiple vocations and lifelong quest for intellectual clarity and spiritual fulfillment.

Pusey Library
Harvard Map Collection
617-495-2417
• Through August 14
Maps with an Attitude: Cartographies of Propaganda and Persuasion reveals how mapmakers during the last century have worked on a range of ideological fronts to promote causes, rally compatriots, and frame major military conflicts.

Countway Library Center for the History of Medicine
617-524-2170; www.countway.harvard.edu/menuNavigation/chom/exhibit.html
Continuing: ***The Scalpel and the Pen: The Life and Work of Oliver Wendell Holmes, M.D.***

NEW ENGLAND REGIONAL SECTION

THEATER

American Repertory Theater
www.americanrepertorytheater.org
617-547-8300
• Through August
The Donkey Show is a high-energy disco adaptation of *A Midsummer Night's Dream*, featuring chiseled male fairies, an acrobatic Titania, and a cross-gendered mix-up of lovers. Even the audience gets into the act on the open dance floor.

DOMINIC CASSERLY/HARVARD MUSEUM OF NATURAL HISTORY

A kudu displays its "headgear" in the new exhibit at the Harvard Museum of Natural History.

MUSIC

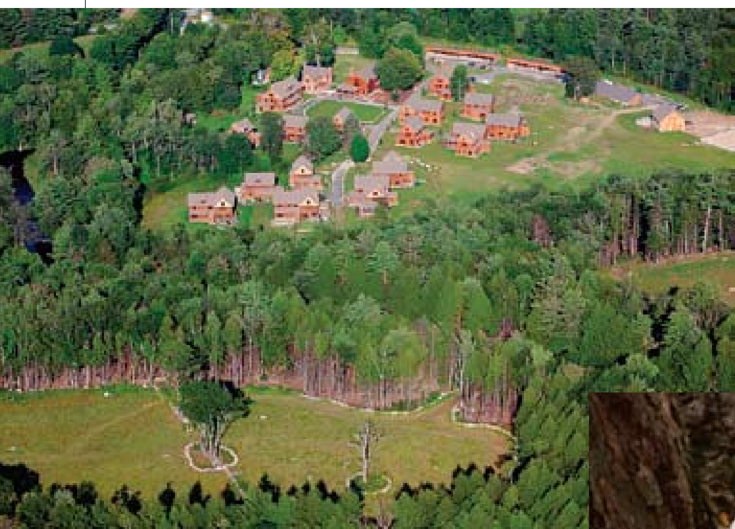
Harvard Summer Pops Band
• July 22 at 4 P.M. in Harvard Yard
• July 25 at 3 P.M. at the Hatch Shell on the Charles River Esplanade in Boston
The program features selections from *The Sound of Music.*

Sanders Theatre
www.ofa.fas.harvard.edu/boxoffice
617-496-2222; all concerts begin at 8 P.M.
• July 30
The ***Harvard Summer School Chorus*** performs works by Ralph Vaughan Williams, including *The Five Mystical Songs* for chorus, orchestra, and baritone soloist, conducted by director of choral activities Jameson Marvin, who is retiring after 32 years at the University.

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

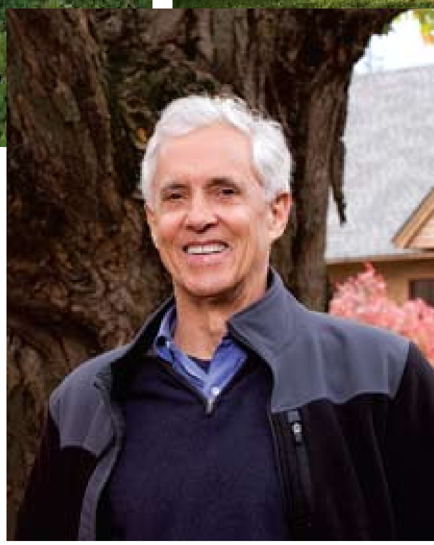
Living Green

New England architects focus on sustainability • *by Nell Porter Brown*



NUBANUSIT NEIGHBORHOOD AND FARM

CLIVE RUSS



JOHN HESSION

Left to right: A bird's-eye view of the Nubanusit complex reveals the benefits of cluster housing for land conservation; architect David O'Neil; the homes offer views of rurvistas from every room.

The forms taken by human shelters are changing as architects strive to lessen communities' carbon footprints. Here are two regional projects reflecting different stylistic approaches and techniques that minimize energy consumption, help residents live more compactly, and focus attention on the essential beauty of the natural world.

Greener Pastures

A New Hampshire cohousing community models sustainability.

THEY TORE UP the parking lot and put up a communal paradise. Or so Joni Mitchell could sing about what's happened on 113 acres of idyllic farmland just outside Peterborough, New Hampshire.

In 2004, two couples bought the site of the defunct Salzburg Inn complex, right next to the Nubanusit River. They have since redeveloped about 4.5 acres of the former commercial property as the state's first cohousing community, Nubanusit Neighborhood and Farm.

The original nineteenth-century homestead was retained and refurbished, but the rest of the buildings were demolished. And the balance of the rural land is conserved through easements; it boasts a pond for swimming and skating, forested tracts for long walks, and open pastures. The 16 shingled, pitch-roofed structures—almost iconic New England shelters—are clustered together and connected by pedestrian walkways and common green space. It is a modern, energy-saving twist on an age-old concept: the village.

"It's also part of the Smart Growth wave conceived as an alternative to the wasteful suburban sprawl that has dominated this country's landscape since the end of World War II," says David O'Neil, M.Arch. '72, whose firm, O'Neil Pennoyer Architects, of Groton, Massachusetts, designed it. "It integrates the goals of environmental consciousness and responsibility, sociability, and local food production. It is a prime model for our future."

Just beyond the homes stand a wooden barn and other farm buildings housing a small herd of dairy cows, three horses owned by residents, and 45 chickens; neighborhood children collect the eggs daily. (The manure, meanwhile, is composted and used as fertilizer.) There's also a large vegetable garden and a greenhouse, where residents are experimenting with extending the New England growing season. On a recent visit, co-developer and resident Shelley Goguen Hulbert showed off the basement of the common house, which was filled with tomato, basil, and other plants resting under grow lights and nearly ready to be transplanted outdoors. Neighbors gather to make yogurt, cheese, sauerkraut, chutney, and beer, and to boil sap into maple syrup. "The goal is to grow about 50 percent of our own food eventually," she says. "People take on projects based on their interests."

The homes are condos, ranging from one- to four-bedroom units; at 1,100 to 1,800 square feet, they are smaller than many Americans dream of. (Prices range from $375,000 to $595,000.) The deceptively simple-looking structures have long-lasting red cedar façades and traditional porches (made with recycled plastic decking). Each is sited to have a public face in the community—"From the front windows you can watch the children or see neighbors out on the green," O'Neil says—"but the back windows look out on the chickens, farmland, the pond, and the woods, and have a rural, private feeling." Carefully placed large windows, low to the floor, also afford stunning views of the natural world. "We wanted to integrate nature into the houses themselves as much as possible," he explains.

Though compact, the homes feel "just right" for this community thanks to another key aspect of the cohousing concept: the large, shared "common house" that sits facing a central green. Everyone's mailboxes, along with the egg-collecting baskets and a bulletin board, are located in the foyer. There is a library, as well as a living and dining room with a fireplace, and a big kitchen (residents sign up to cook the main meal or be the dessert chef for group dinners once or twice a week). There is a "great room" upstairs with a grand piano, and there are several guest rooms: people sign up to house their overnight visitors there, so they don't need extra rooms in their own homes. On weekends, people interested in socializing wander up to the common house to chat, bake treats, or play games.

The children's playroom—Nubanusit's residents range in age from three to 83—seems well-used. The kids don't lack for playmates and clearly enjoy exploring the adjacent river, woods, and fields; their "Nubi Museum" in the common house features what they've found in the 'hood: an iron ring from an old stable, dried snake skins, and a robin's nest with a note next to it, "Found in the maple tree at Amy's house." They can easily walk alone to each other's houses, or ride their bikes, because cars are parked in a communal carport located a two-minute walk from the homes, to cut down on noise and air pollution and foster interactions among those out for a stroll.

The prospect of walking even the short distance to the carport can make people think twice about using their vehicles—which is fine by O'Neil and Hulbert. "Cars have dictated the way we design most of our communities," which is wrong, he says. "In typical suburban areas, people drive up to their houses, get out of their cars, and go inside. They don't walk very much or talk to their neighbors because they are not outside long enough." Here, people are walking to get their mail, to see the animals, or to go to the pond.

The community earns extra revenue by renting out its great hall for dances, concerts, or lectures, and leasing office space created in the refurbished original farmhouse next door. Perhaps more important for its long-term prospects, though, is the cutting-edge technical environmental sustainability that has been literally built into Nubanusit through O'Neil's designs, in concert with Marc Rosenbaum of Energysmiths in Meriden, New Hampshire. The U.S. Green Building Council has awarded LEED platinum certification to the Neighborhood's model home, and all of the others are built to the same standard.

"The building envelopes are so tight that the heat demand is much lower than in conventional buildings," O'Neil explains. In addition to extra insulation, the windows are triple-paned and strategically placed to take advantage of the sun's shifting rays throughout the year. (There is no air conditioning.) A six-boiler central heating plant using wood pellets (manufactured five miles away in Jaffrey) provides heat and hot water for all 29 units; there is no back-up fossil-fuel boiler. Forced hot water runs into wall radiators, each with individual controls, located on inside walls. Heat recovery from the warm wastewater also lowers hot water costs; Hulbert says the average family of four spends about $900 on heating and hot water annually. (The homes are also set up for solar hot-water systems.) Although the stoves are electric, powered by the grid, one future community aim is to generate its own electricity.

Plans for cohousing communities elsewhere often face hurdles raised by local zoning laws, but O'Neil says Peterborough has been very supportive of the Nubanusit project. A few years ago, the local ordinance required three-acre lots and 200 feet of road frontage, but the town, which has a thriving arts community and a re-

CLIVE RUSS

Nubanusit residents swim and fish in, skate on, and play along the shores of their backyard pond.

tiree population, passed an amendment to encourage denser housing development in the West Peterborough village where Nubanusit is located. (The architects worked closely with the fire department to ensure there were adequate turnarounds in a denser development lacking the usual residential driveways.)

In some ways, the balance of the acreage at Nubanusit now is not that different from what it was as a rich agricultural resource and home to John Steele, the governor of New Hampshire from 1848 to 1849. Some old features of the land were purposely retained. Boulders unearthed during construction are used in stone walls and for landscaping, for instance. And the common house was purposely sited to avoid disturbing original stone walls and a line of gnarly maples that are at least a century old. "We wanted to keep the trees and the stone because it was part of what makes this place so beautiful," says Hulbert. "We were thinking of this as a kind of Shaker community in some ways—of the simplicity, the beauty, health, and permanence." In the United States, she adds, "we have come to think always that 'Bigger is better.' But we are now starting to see the consequences of our desires in these sprawling communities where you depend on your car and don't know your neighbors. We wanted to live a different way."

Visit harvardmag.com/extras to see more images of Nubanusit

RESIDENTIAL BROKERAGE

GAIL ROBERTS & TEAM

Vice President
1730 Massachusetts Ave
Cambridge, MA 02138
617 245-4044

CAMBRIDGE, MA
Harvard Square - Beautifully renov Queen Anne combining elegance & comfort. 2 sophisticated living rooms; handsome paneled dining room; 6 fireplaces; eat-in kitchen w/ custom millwork; master suite w/ fireplace, dressing room & spa bath. Beautiful grounds, 2 car parking. $3,600,000

CAMBRIDGE, MA
Elegant 11+ room attached Victorian on Brattle Street - Living room w/ bow window, 23' dining room w/ French doors to 30' deck, renovated kitchen w/ fireplace; 4 ½ baths, 4 fireplaces, 35' Master w/ 2 bow windows & 4-piece bath. Skylights, C/A, au-pair suite, gardens & parking. $2,625,000

CAMBRIDGE, MA
West Cambridge - Elegant, gracious & tastefully renov. Queen Anne on over a half acre w/ award winning gardens. LR w/ bay; LIB w/ beamed ceiling & fireplace; DR w/ wainscoting & fireplace; cook's Kitchen opens to FR w/ skylight & French doors to yard & patio; 5 beds, 4 ½ baths. $2,850,000

CAMBRIDGE, MA
West Cambridge – Meticulously maintained 2-family home with a fenced yard and parking. One 2 bedroom unit & one 3 bedroom unit each with hardwood floors, bay windows & period details. Convenient to Harvard Square & close to Huron Village shops & restaurants. $925,000

CAMBRIDGE, MA
Harvard Square - Renovated Colonial Revival. 25' Living room w/ fireplace; Dining room w/ fireplace; chef's kitchen ; 3-room master w/ fireplace, skylights, & 4-piece bath. All beds w/ bath en-suite. C/A, deck, yard w/ patio & brick driveway for 2 cars. $2,200,000

CAMBRIDGE, MA
Coolidge Hill - Renovated 11-room English Cottage surrounded by beautiful gardens. Living room w/ fireplace & 2 sets of French doors to terrace; chef's kitchen w/ honed granite, stainless & coffered ceiling; 19' music room w/ French doors; amazing master suite. Central Air & parking. $1,998,000

CAMBRIDGE, MA
Avon Hill - Spacious garden level condo with an open plan located in a classic brick building. Kitchen with maple & center island; 2 beds + study & a tiled bath; storage. Near the law school, Harvard & Porter Squares & Mass Ave shops & restaurants. $365,000

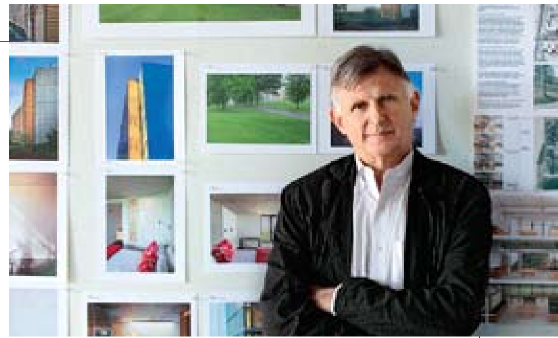
CAMBRIDGE, MA
Harvard Square - Well designed townhouse in a Queen Anne on beautifully landscaped lot. LR/DR w/ fireplace, floor-to-ceiling bookcase & glass door to 12' porch; Eat-in kitchen w/ island & French doors to patio; Master w/ fireplace, walk-in closet & bath. 17' FR w/ door to patio. C/A & parking. $929,000

gail@roberts.org
gailrobertsrealestate.com
617 245-4044

Sustainability Made Simple

The newest addition to a Berkshires yoga retreat melds with the landscape.

In his native Canada, architect Peter Rose says, the winters were always severe, yet people looked forward to skiing, skating, and sledding. "Driving through a blizzard," he adds, "was a form of sport." Now there's just not that much snow. The lake near his childhood home, where he now spends summers, used to freeze down two and a half feet; a few Christmases ago, there was no ice at all. "If you are from a place where winter is so wonderful, but seems to be disappearing, and you are an architect, how can you ignore it?" asks the adjunct professor of architecture at the Graduate School of Design (GSD). "Buildings are a huge part of the dumping of carbon into the atmosphere, which is a big part of global warming. So how can you not try to make buildings as sustainable as possible?"



Left: The graceful bend of the residential tower at Kripalu assures each guest a view of the Berkshires countryside. Above: Cambridge architect Peter Rose emphasizes the "emotional value of landscape."

ALL IMAGES COURTESY OF PETER ROSE + PARTNERS

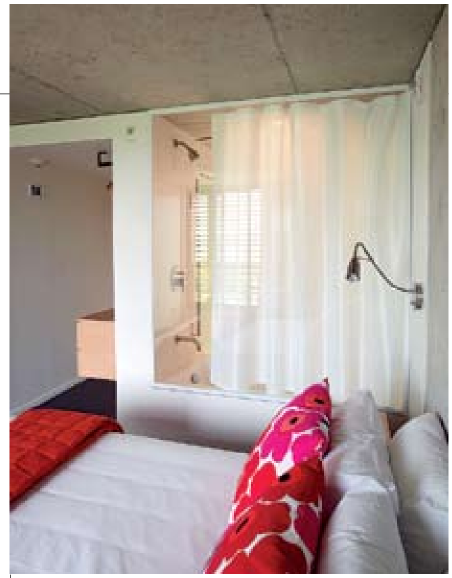
That was the goal for one of his most recent projects, a new 80-room residential wing at the Kripalu Center for Yoga & Health in Stockbridge, Massachusetts. Rose teamed with renowned sustainability engineer Matthias Schuler, founder of the Stuttgart-and New York-based climate-engineering firm, Transsolar, who teaches environmental technology at the GSD, to create a six-story wood, glass, and concrete structure. The building is sited at such an elegant angle on the land that each guest has a view of either the lake or the Berkshire hills; no cars or other buildings destroy these vistas, also beheld, luxuriously, from the bed and bathtub.

"The building is very mindful of the psychological and emotional value of landscape," says Rose. What's more, the striking cypress slats (salvaged from trees felled by

Hurricane Katrina) on the façade act as sun and wind screens, sliding back and forth across the windows. Unlike other hotels with internal climate controls dependent on conventional HVAC systems that can create poor air quality, the new wing has windows that open to allow fresh air to circulate throughout the seasons. "It's comfortable. You can open your window in the middle of winter, but still feel cozy and warm as you breathe in the cold, fresh air," Rose says.

Kripalu is a yoga retreat and teaching center located right down the road from Tanglewood. The main building was originally a Jesuit seminary, built in a utilitarian style with orange-toned bricks that many visitors find somewhat off-putting, given the extraordinary beauty of the surrounding countryside and the site of the complex, with its old trees and rolling lawns that slope down to a large lake on one side and up into woods with hiking trails on the other. People come for quietude and reflection; the natural setting and outdoor activities are as much a part of the Kripalu experience as the yoga programs. This expectation that nature remain as undisturbed as possible is reflected in the landscaping around the new building, which was designed by Michael Van Valkenburgh, Eliot professor in the practice of landscape architecture at the GSD. Rose also had the larger picture in mind in designing the slim addition and using the cypress, which will fade into silvery gray over time, "and hardly be noticed at all."

So could the building's gray concrete mid-section blend in. It might look unfinished and somewhat exposed, but what's interesting is how Rose and Schuler opted to use concrete, "a miracle of the late nineteenth-century…now making a comeback," says Rose. "It has some wonderful qualities—it's moldable into any shape, very strong, and you can put stuff in it. In our case we embedded piping for heating and cooling the building." In effect, the concrete and piping *is* the mechanical system. In each room, water runs through pipes in the concrete ceiling that radiate heat in the winter and coolness in the summer via the thermal mass of the concrete structure. Because air is not being re-circulated through ducts and filters, as in conventional systems, it is always fresh.



The new rooms at Kripalu offer a comfortable minimalism that befits the organization's mission.

Sliding cypress screens shelter guests from sun or rain—and cast eye-catching shadows across the walls.

"It's just dumb common sense," Rose adds. "At the same time, it's magic." The system also uses less than half as much energy as a typical HVAC system, which is usually based on forced-air, he explains, because "air is a much poorer substance than water to heat and cool."

There is an overall freshness to the rooms—which one critic unjustifiably calls "weekend monks' cells." They *are* spare, mostly white, and furnished with a simple desk and chair. But puffy Marimekko pillows add color and the natural light itself can be dazzling. No daytime electricity is required—even in the bathrooms, which are separated from the sleeping chamber by a glass wall (with a curtain for privacy). The uncluttered atmosphere promotes *internal dwelling*, suitable for a yoga and health retreat: the lack of closets and large bureaus helps wean guests from the stuff of daily life by reminding them to bring only the essentials along.

Visit harvardmag.com/extras to see more images of Kripalu

Overall, the new Kripalu wing speaks to traveling more lightly to the retreat—and on this earth. "The more sustainable systems are leaner and quieter," Rose explains. "What we've done is create a building that is very efficient and high-performance, site it well on the land, and make it comfortable to be in. That fits well with the mission of the place. If we could save this kind of energy and make places like this consistently—and we could be even more efficient than we were with this structure—we'd begin to have a real impact on global warming."

Venezuelan Delights

A lively Brookline restaurant draws a loyal crowd.

ANTHONY TIEULI

Clockwise: Orinoco's pleasures include tuna carpaccio and tangy greens with bacon-wrapped dates, served in a festive ambience.

ORINOCO: A LATIN KITCHEN, one of the few Venezuelan restaurants in Greater Boston, offers carefully tended, bold food in a lively setting. Regulars talk and eat at the bar, where bottles line the storefront windows painted with a pretty filigree edging, and the barkeep casually takes your order.

Dim overhead lights dangling in glass globes and warm ochre walls offer a sensual ambience. We recommend eating on the early side if you want to avoid a longish wait (they don't take reservations) and too much noisy chatter, although the latter unquestionably contributes to Orinoco's vibrancy.

Even if you *do* have to hang out for a table and raise your voice to be heard, the food is definitely worth it, and a good introduction to a cuisine unfamiliar to many Bostonians. Starting with the trio of empanadas ($8)—fish, beef, and black beans wrapped in light, fried dough—our dinner was simply delicious. The turnovers were fresh and not oily; the beans had a smoky depth, and the shredded meat a juicy tomato taste all the zestier when dipped in the garlicky, citrus mojo sauce. The perfect follow-up was the palmito salad ($8), delicately dressed in a Spanish artisanal *cabrales* cheese vinaigrette. Smooth hearts of palm were tossed with greens, jicama slices (a nice crunch), and plenty of bacon-wrapped dates and almonds—which also come as their own dish, if you like that salty-sweet-nutty combination. And who doesn't?

The traditional grilled dish *parrilla caraqueña* ($19) arrived on a narrow bamboo platter, but there was plenty to eat: five ounces of strip steak, marinated chicken, half a chorizo, *guasacaca* (avocado salsa), and yucca *frite*. Cut in trapezoidal chunks, the fleshy yucca tasted rather like roasted chestnut and was surprisingly tender—almost the best part of the entrée. We also savored slowly the *cordero tradicional:* pistachio-plaintain crusted New Zealand lamb chops—so succulent—with mint sauce and a small arugula and blue cheese salad ($19). A mound of grilled grape tomatoes added a needed acidic touch.

Orinico has only two desserts; we had both. The *quesillo* ($4.25) is a Venezuelan custard, like crème caramel but denser and drier. Don't expect a gelatinous flan. We enjoyed it, though it seemed a bit of a clunky finish. The more stylish *torta fluida* ($5), a molten Venezuelan chocolate cake cooked in a foil cup, was as rich as you'd want and satisfied our craving for something on the verge of bittersweet.

Orinoco is not a place for terribly shy palates—or people. It is a social spot. One bilingual man next to us, a frequent diner, told us of his favorite Latin American dishes, then even wrote down detailed instructions on how to *properly* prepare the ubiquitous *tostones* (offered as a side dish at Orinoco). This thick, crispy snack food is made from twice-fried unripe plantains, which require kneading, peeling, and smashing before they become soft enough to cook. You can eat them with salt, Tabasco, or mojo. Or, "for the loving adults," as this new friend made clear, serve them topped with crème fraîche and caviar alongside a glass of champagne.

That's what we'll have next time. ~ N.P.B.

ORINOCO: A LATIN KITCHEN
22 Harvard Street
Brookline
617-232-9505
Also at 477 Shawmut Avenue
Boston
617-369-7075
www.discovervenezuela. com

On Caregiving

A scholar experiences the moral acts that come before—and go beyond—modern medicine.

by Arthur Kleinman

In 1966, as a visiting medical student at a London teaching hospital, I interviewed a husband and wife, in their early twenties, who had recently experienced a truly calamitous health catastrophe. On their wedding night, in their first experience of sexual intercourse, a malformed blood vessel in the husband's brain burst, leaving him with a disabling paralysis of the right side of his body. Stunned and guilt-ridden, the couple clutched hands and cried silently as they shared their suffering with me. My job was to get the neurological examination right and diagnose where the rupture had taken place. I remember the famous professor, who went over my findings, repeating the neurological examination and putting me through my paces as a budding diagnostician. He never once alluded to the personal tragedy for the sad lovers and the shock to their parents. Finally, I found the courage to tell him that I thought the failure to address what really mattered to them—how to live their lives together from here on—was unacceptable. Surely, it was our medical responsibility to offer them some kind of caregiving and hope for the future. He smiled at me in a surprised and patronizing way; then he said I was right to insist that there was more to this case than the neurological findings. The professor had the patient and his wife brought to the lecture hall where he presided over the teaching rounds, and he gave them as sensitive an interview as I might have hoped for, including empathic suggestions for rehabilitation, family counseling, and social-work assistance.

I have long regarded this experience as iconic of contemporary medicine's caregiving paradox. The balance between science/technology and art has shifted so far toward the former that the latter is a pale shadow, a fragile remnant of what had for centuries been crucial to the work of the doctor. To prepare for a career of caregiving, medical students and young doctors clearly require something besides scientific and technological training that, even as it enables the physician as a technical expert, risks disabling her or him as a caregiver.

That work can be reasserted when we have the time and desire to do so, as the distinguished neurologist showed me, but it is regularly overlooked and left aside. I recently visited a noted southeast Asian hospital where the doctor-patient relationship for patients returning for follow-up visits lasts one to three minutes—hardly time to ask a few questions, do the quickest physical examination, and write a prescription. Not a place where the art of caregiving is likely to flourish. The residents with whom I spoke got the message. The structure of training and of service delivery discourages and even disables the art.

My own experience of being the primary caregiver for my wife, on account of her neurodegenerative disorder, convinces me yet further that caregiving has much less to do with doctoring than the general public realizes or than medical educators are willing to acknowledge. Caregiving is about skilled nursing, competent social work, rehabilitation efforts of physical and occupational therapists, and the hard physical work of home healthcare aides. Yet, for all the efforts of the helping professions, caregiving is for

The works of art accompanying this story are among those Arthur Kleinman has chosen to illustrate his articles and presentations on caregiving.

TATE, LONDON/ART RESOURCE, N.Y.

the most part the preserve of families and intimate friends, and of the afflicted person herself or himself. We struggle with family and close friends to undertake the material acts that sustain us, find practical assistance with the activities of daily living, financial aid, legal and religious advice, emotional support, meaning-making and remaking, and moral solidarity. About these caregiving activities, we know surprisingly little, other than that they come to define the quality of living for millions of sufferers.

I lead her across the living room, holding her hand behind my back, so that I can navigate the two of us between chairs, sofas, end tables, over Persian rugs, through the passageway and into the kitchen. I help her find and carefully place herself in a chair, one of four at the oval-shaped oak table. She turns the wrong way, forcing the chair outward; I push her legs around and in, under the table's edge. The sun streams through the bank of windows. The brightness of the light and its warmth, on a freezing winter's day, make her smile. She turns toward me. The uneven pupils in Joan Kleinman's green-brown eyes look above and beyond my head, searching for my face. Gently I turn her head towards me. I grin as she raises her eyebrows in recognition, shakes her long brown hair, and the soft warmth of her sudden happiness lights up her still strikingly beautiful face. "Wonderful!" she whispers. "I'm a Palo Alto, a California, girl. I like it warm."

I place a fork in her right hand and guide it to the poached egg in the deep bowl. I have already cut up the toast, so that I can help her spear pieces of bread and soak up the yolk. She can't find the teacup in front of her, so I move her hand next to its handle. The Darjeeling tea glows hot and golden red in the Chinese cup. "Wonderful!" she again whispers.

Later, while I am trying to decide what she should wear, Joan frowns, fussing with her feet. "These nails are too long. And where are my shoes? I need to find my shoes!" She stands before about 18 pairs on a rack, shoes her unseeing brain can't recognize. "Don't get agitated," I interject with foreboding. "Do you want a Zyprexa?"

"No! No pills. Why do I need pills? I'm healthy."

"Joan, you have Alzheimer's disease. You're not healthy. You have a brain disease. A serious problem." I can barely conceal the frustration in my voice.

"Why did God do this to me? I've always been good. I never did anything to cause this. Should I kill myself?" She says it in such a way as to signal to me, as she has before, that this is a statement of pain and a cry for help, not an earnest question to discuss or to make plans. In fact it means the opposite: because, as in the past, she quickly changes tone. "If you love then you can do it! We can live and love."

"We can do it," I repeat, each time a little bit more weakly, enduring the unendurable.

And so another morning begins, another day of caregiving and care-receiving between a 69-year-old man and

Sir Luke Fildes, The Doctor *(1891)*

a 70-year-old woman who have lived together passionately and collaboratively for 45 years, absorbed in an intense relationship—intellectual, aesthetic, sexual, emotional, moral. What has made it possible to get even this far are our two adult children, their spouses, my 96-year-old mother, my brother, and our four grandchildren who sometimes take the hand of their often uncomprehending grandmother, because she is standing alone, lost, and lead her back into the protective, enabling circle of our family.

For seven years we have lived through the progressive neurodegenerative disorder that has unspooled the neural networks of Joan's brain. It originated in the occipital lobes at the far back of the brain. The pathology of undoing has inexorably worked its way forward to the parietal and temporal lobes on the sides of the brain, and finally to the frontal lobes that mount up behind the forehead, through the layers of neurons and nodes of connecting neural nets that structure and retain memories, focus attention, balance emotion with common sense, underwrite judgment, and make possible the ordinariness of reading, writing, telling stories, understanding jokes, recognizing people, orienting oneself in space and in time, but also within emotional and moral coordinates, and, of course, doing things in the world.

This trail of unraveled brain structure and mounting dysfunction is, in physical terms, only one of inches; yet its silent, implacable wrecking creates entirely new conditions for living a life and being with others. Joan has an atypical form of Alzheimer's disease. She is functionally blind. She cannot find her way in our home, where she has lived since 1982. She often misinterprets those objects she does see, treating a chair as if it were a table or the floor lamp a person. Left unaccompanied, she walks into doors and has banged her legs so hard into low tables she didn't see that she has caused deep contusions. Once, at our son's house, she opened a door and fell down a flight of unseen stairs, breaking her pelvis; at the onset of the disease, she ran into the street, where a pick-up truck ran over her right foot.

Joan can't, on her own, find her way out of the bedroom. Yet, once safely in my hands or those of our trusted home health aide, she can walk effectively. A China scholar who translated and interpreted ancient texts, she can no longer read. A wife and mother whose fierce commitment to the family was its moral backbone, she now struggles to be part of family functions and can sometimes seem impassive and cut off from us. Formerly the primary caregiver for her husband and children, she is now the care-receiver. She may no longer be who she was even seven years ago, but her subjectivity has not so much disappeared—there is much of her personality that is still present—as altered. And that alteration has affected what had been for four decades an all-consuming relationship—our identity and orientation. I still cannot accept to treat her as if she can no longer share the sensibility and narrative we have created, and yet, more and more frequently, she can't. She is happy much of the time. It is I, the caregiver, who, more often, am sad and despairing.

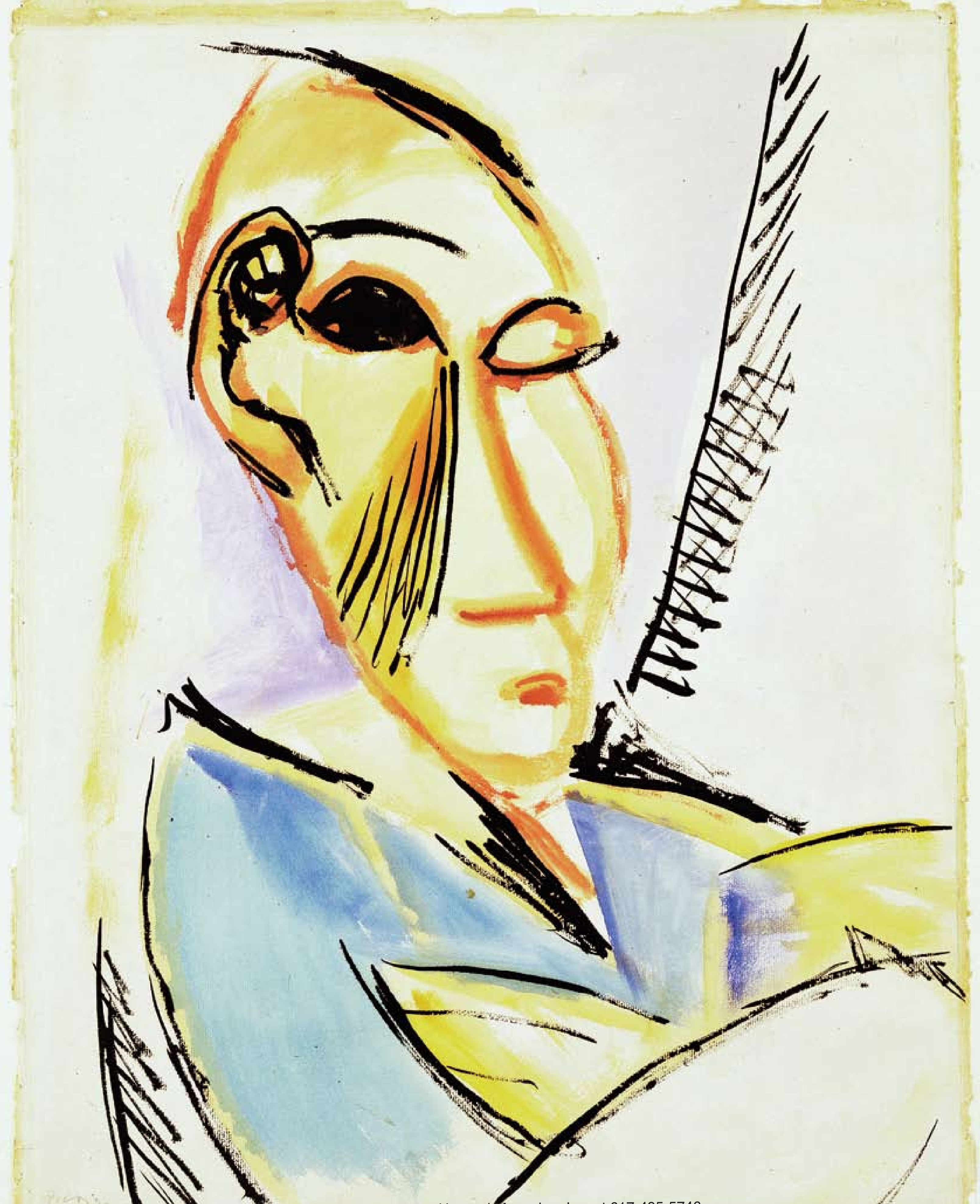
She is a source of great concern to each of us, her family members, about how to best manage her condition. We grieve what we have lost and fear what we know lies ahead. We have each of us gone through feelings of loss, anger, and frustration. We have been marked by a special kind of pain. But we have also experienced a deepening sense of responsibility, gratitude for all that we had lived through together, love, solidarity, and a shared sensibility that we have resisted what is beyond our control and are, individually and collectively, more for it. This is not meant as a self-satisfying summing up—there is no final summary yet and the proper genre is tragedy, as millions who are engaged in these everyday practices know.

Economists configure caregiving as "burden." Psychologists talk about "coping," health-services researchers describe social resources and healthcare costs, and physicians conceive it as a clinical skill. Each of these perspectives represents part of the picture. For the medical humanities and interpretive social sciences, caregiving is a foundational component of moral experience. By this I mean that we envision caregiving as an existential quality of *what it is to be a human being.* We give care as part of the flow of everyday lived values and emotions that make up moral experience. Here collective values and social emotions are as influential as individual ones. Within these local moral worlds—family, network, institution, community—caregiving is one of those things that really matters, but usually not the only thing.

As a scholar, I engage with other medical humanists to understand the dimensions of this moral activity—how it is experienced and organized. In part, I hope it can be better taught. I believe that what doctors need to be helped to master is the art of acknowledging and affirming the patient as a suffering human being; imagining alternative contexts and practices for responding to calamity; and conversing with and supporting patients in

PHOTOGRAPH BY FOTO MARBURG/ART RESOURCE, N.Y.

Rembrandt Harmensz van Rijn, Saskia in Bed, a Woman Sitting at her Feet *(1635)*



desperate situations where the emphasis is on what really matters to the patient and his or her intimates. A program of medical training that makes this happen, however it is innovated, should combine practical experience of caregiving for health catastrophes in homes and institutions, where students actually do those things that families do, with the knowledge that stands behind the *art* of medicine.

But here, I am writing principally about people like me who give care to loved ones who suffer the infirmities of advanced age, serious disabilities, terminal illnesses, and the devastating consequences of such health catastrophes as stroke or dementia.

Faced with these crises, family and close friends become responsible for assistance with all the mundane, material activities of daily living: dressing, feeding, bathing, toileting, ambulating, communicating, and interfacing with the healthcare system. Caregivers protect the vulnerable and dependent. To use the experience-distorting technical language: they offer cognitive, behavioral, and emotional support. And because caregiving is so tiring, and emotionally draining, effective caregiving requires that caregivers themselves receive practical and emotional support.

But, to use the close experiential language of actually doing it, caregiving is also a defining moral practice. It is a practice of empathic imagination, responsibility, witnessing, and solidarity with those in great need. It is a moral practice that makes caregivers, and at times even the care-receivers, more present and thereby fully human.

If the ancient Chinese perception is right that we are not born fully human, but only become so as we cultivate ourselves and our relations with others—and that we must do so in a threatening world where things often go terribly wrong and where what we are able to control is very limited—then caregiving is one of those relationships and practices of self-cultivation that make us, even as we experience our limits and failures, more human. It completes (not absolutely, but as a kind of burnishing of what we really are—warts and all) our humanity. And if that Chinese perspective is also right (as I believe it is), when it claims that by building our humanity, we humanize the world, then our own ethical cultivation at the very least fosters that of others and holds the potential, through those relationships, of deepening meaning, beauty, and goodness in our experience of the world.

I am not a naive moralist. I've had far too much experience of the demands, tensions, and downright failures of caregiving to fall into sentimentality and utopianism. Caregiving is not easy. It consumes time, energy, and financial resources. It sucks out strength and determination. It turns simple ideas of efficacy and hope into big question marks. It can amplify anguish and desperation. It can divide the self. It can bring out family conflicts. It can separate those who care from those who can't or won't handle it. It is very difficult. It is also far more complex, uncertain, and unbounded than professional medical and nursing models suggest. I know about the moral core of caregiving not nearly so much from my professional life as a psychiatrist and medical anthropologist, nor principally from the research literature and my own studies, but primarily because of my new life of *practice* as a primary caregiver.

I learned to be a caregiver by doing it, because I had to do it; it was there to do. I think this is how most people learn to be caregivers, for people who are elderly, disabled, or chronically or terminally ill. But of course this is also how parents, especially mothers, learn to care for children. My point is not so dissimilar to what William James claimed was how we learn to feel emotions: we move, we respond, we act. Our muscles (voluntary and involuntary) move. And so out of practices comes affect. And out of practices comes caregiving. And out of the billions of ordinary acts of caregiving perhaps also comes much of that which, imperceptibly and relentlessly, sustains the world.

We are caregivers because we practice caregiving. It is all the little concrete things I described in caring for my wife that taken together and over time constitute my caregiving, that make me a caregiver. So much depends on those concrete things: the doing, the feeling, the shadings, the symphonic complexity, the inadequacy, the living at every moment and over what can be such a long journey of the incompleteness yet the presence of a caregiver.

Arthur Kleinman is Rabb professor of anthropology in the Faculty of Arts and Sciences, professor of medical anthropology and professor of psychiatry at Harvard Medical School, and Fung director of the Harvard University Asia Center. He is the author of What Really Matters: Living a Moral Life Amidst Uncertainty and Danger. *This essay was adapted from two articles written for* The Lancet's *Art of Medicine department, "Catastrophe and caregiving: The failure of medicine as art" (January 5, 2008) and "Caregiving: The odyssey of becoming more human" (January 24, 2009); see www.harvardmagazine.com/2010/07/on-caregiving for PDFs of the* Lancet *articles and further references to Kleinman's work on caregiving.*

From the Yun Kang Caves, Cave 6, Scenes from the Life of Sakyamuni: Meeting the Poor, the Sick, the Aged, and the Dead Man *(5th century A.D.)*
Opposite page: Pablo Picasso, Head of the Medical Student *(1907).*

Clara Darden

Brief life of an overlooked artist: c. 1829-1910

by IVAN GASKELL

Two great american artists represented in Harvard's collections died a century ago: the painter and printmaker Winslow Homer, and Clara Darden, a Native American from southern Louisiana who produced unexcelled masterpieces in river-cane basketry, including 11 now housed in the Peabody Museum of Archaeology and Ethnology. Homer is rightly famous, but Darden is scarcely known. In fact, it might appear that there is scarcely anything about her that *can* be known.

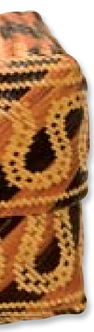
Yet writing about Clara Darden is important both to honor her cultural achievement and to challenge the assumption that only those who have left substantial physical or written traces behind, owing to their privileged positions, are fit subjects for historians. Because everyone, potentially, has a place in the historical record, practitioners of the "new history" are unwilling to give attention to some groups while denying it to others. Those who are disadvantaged but law-abiding leave the fewest traces. In American history, no class of person remains more obscure than indigenous women.

Darden was most likely born in 1829 or 1830, and seems to have spent her entire life on the Chitimacha reservation at Charenton, in the isolated bayous west of New Orleans. She saw considerable change during her lifetime. Her people had adapted to the way of life of their neighbors, French-speaking Acadians (Cajuns), who had encroached on Indian land since their expulsion from Canada in the 1750s and '60s. The Chitimacha labored in sugar plantations in the summer, kept market gardens, harvested swamp cypress timber, and wove baskets. French was displacing the Chitimacha language, while Roman Catholicism was supplanting traditional religion. Social organization was changing, too. Darden's father, Alexandre, was the last leader to maintain traditional tribal structures. A year after his death in 1879, the U.S. Census recorded Clara Darden living with her elder sister and seven other family members. The census of 1910—the year Darden died—returned a tribal population of only 69.

More than a decade earlier, a local white woman, Mary Bradford, had noticed that Darden was the sole surviving Chitimacha practitioner of the intricate double-weave technique producing a basket in two continuous layers of river cane, one inside the other. In 1899, Bradford commissioned Darden—by then blind in one eye—to weave baskets exemplifying all the designs she knew. Within five years, Darden and her students had woven no fewer than 72 baskets, which were shown to acclaim at the Louisiana Purchase Exposition in St. Louis in 1904. That same year, Otis Tufton Mason illustrated a selection in his influential book, *Indian Basketry,* without so much as acknowledging Darden.

Bradford tried to sell the collection to a museum to raise money for a Chitimacha school, but none would meet her modest asking price of $150. Instead, the wife of Mason's publisher raised the money and sent the baskets

Darden preparing river-cane splints for weaving, c. 1900. Her baskets display the patterns "Worm Tracks" (rear, left and right), "Grape Skins" (rear, center), and (foreground, from left) "Bottom of Basket," "Up Across and Down," "Something Around," and "Alligator Guts."



to the Hampton Normal and Agricultural Institute in Virginia, which educated African Americans and Native Americans. Now in the Hampton University Museum, the collection was meant to provide patterns for basketry classes.

The design of Darden's baskets—red, black, and plain splints, plaited diagonally—is strikingly similar to the oldest known Cherokee basket, sent to Britain in 1725 and now in the British Museum. The Cherokee and the Chitimacha are among the heirs to the Mississippian urban cultures disrupted by diseases brought by the Spanish in the sixteenth century, so their basketry practices may have had a common origin. Trade may have sustained shared conventions.

Transmitted through practice, the designs were committed to each weaver's memory. Bradford recorded Darden's description of each design in the Chitimacha language—the sole trace of her voice—with an English translation. The pattern names, such as "Alligator Guts," "Worm Tracks," and "Blackbirds' Eyes," enhance the baskets' association with the natural world of forest, swamp, and bayou. Indian baskets, besides being practical containers, have always had a transcendent character. Their associations, although obscure, were likely deeply rooted, for basketry is one of the oldest technologies of the peoples of the greater Mississippi valley.

Traces of river-cane baskets from as early as the third millennium B.C. have been excavated within 30 miles of Charenton. Rectangular, lidded river-cane baskets were discovered in the Spiro Mound in Oklahoma, a site used between A.D. 850 and 1450. They held disarticulated human remains. The Chitimacha used lidded baskets to hold human bones or ashes into the nineteenth century, so mortuary practices may have affected the patterns upon them. All we can be sure of is that Darden and her students, followed now by her descendents—contemporary weavers Melissa, Scarlett, and John Paul Darden—have handed down these rich tokens of a sophisticated tradition of both thought and practice.

Visit harvardmag.com/extras to see more examples of Darden's work

What of Clara Darden herself? Mary Bradford assured the aged weaver that she would erect a headstone at her grave. Not until 1932, aware of her own mortality and of her unfulfilled promise, did she sell her 11 remaining baskets to the Peabody Museum. She received a mere $50—"less than they cost me," she noted. Only then could she commission a tombstone for the great basket weaver, and install it with the participation of the entire tribe.

Cultural historian Ivan Gaskell is Winthrop curator of paintings, sculpture, and decorative arts in the Harvard Art Museum and senior lecturer on history in the Faculty of Arts and Sciences.

Photograph of baskets by Jim Harrison. Portrait courtesy of the Peabody Museum of Archaeology and Ethnology, Harvard University, 2004.24.26766B

DROP OUTS

FORTY-SOME YEARS AGO, THREE SIXTIES TYPES DROPPED OUT. WE DROP IN ON THEM.

Harvard may have the lowest dropout rate of any college. Though years off are common, currently around 98 percent of those who matriculate at Harvard College receive their bachelor's degrees within six years, according to the Registrar's Office of the Faculty of Arts and Sciences.

Several celebrated Harvard dropouts have done quite nicely sans diploma. These include R. Buckminster Fuller '17, Robert Lowell '37, Bonnie Raitt '72, Bill Gates '77, and Matt Damon '92 in the last century alone. But what of those who do not become famous? What becomes of those who leave Harvard voluntarily and, despite multiple invitations, never return? (The College routinely contacts those who have left to ask if they wish to complete their degrees.)

We chose an era known for its radical sensibility and tracked down three members of a College class (1969) that might represent its high-water mark, to catch up with them and see if they had any regrets about the path not taken. Here are their stories.

BY CRAIG LAMBERT

PHOTOGRAPH COURTESY OF JOANNE RICCA

JOANNE RICCA
ADVENTUROUS CAREGIVER

When Joanne Ricca was a high-school junior in Glastonbury, Connecticut, the American Field Service chose her as an exchange student to live in a Swedish town the following school year (1964-65). Students at her high school circulated a petition protesting Ricca's selection. "They thought I was un-American," she explains. "I was a beatnik, a rebel, very outspoken—I liked to stir things up. My entire junior year I wore the same thing to high school every day—a green corduroy jumper, with a black turtleneck under it in winter—because I thought people made too much of clothes. For me it was sex, drugs, and rock 'n' roll. I was a bad girl."

The student petition failed, and Ricca, the daughter of a neurologist father and social-worker mother, spent her senior year in Halmstad, Sweden. Out of the country at graduation, she never received her high-school diploma. But the As on her transcript, her SATs, her acting skill in school plays, her writing talent—she won a national creative-writing prize—and her personal force ("I was very accustomed to people wanting to hear what I thought") propelled her into Radcliffe College anyway.

"The reason I went to Radcliffe was mostly that I thought Cambridge was a cool place to be in the '60s," she says. "It was not the academic program that interested me. In fact, the teaching style—big lecture courses—was one I didn't prefer." Ricca stayed two years at Radcliffe, concentrating in Scandinavian languages and literature, a field with only three undergraduate concentrators. "I thought I'd get more attention," she says. (For a course on Icelandic sagas, she attended only the first class meeting, and later showed up for the exam "only to find that it was in a language I had neglected to learn to speak! A classic nightmare. But I knew enough Swedish, Danish, and Norwegian to figure out the exam—and I passed it!") Now she calls it "a silly choice. I almost wish my parents had said, 'What do you plan to *do* with that when you graduate?' It has been pretty useless."

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Nonetheless, "I had a lot of fun at Harvard," she recalls. "There were a lot of men in my life, just as I had wished. I was involved with people doing alternative things off-campus—radical politics, stuff like SDS [Students for a Democratic Society, a left-wing student group], though I was never deeply involved with SDS. I've always had a lot of interests and always been a hedonist."

She moved off-campus as a sophomore and had a great time "hanging out, smoking dope, and having sex with a lot of different guys." Her wardrobe changed from jumpers to black Levis, motorcycle boots, and, for dress-up, a shiny black vinyl mini-dress with a big zipper up the front, with black fishnet stockings.

"The reason I dropped out was that it seemed silly for my parents to be paying a whole lot of money for me to do things I could do for free," she explains. "It wasn't *Harvard* that made me leave Harvard, it was *me.* I wanted to be young, alive, and free. Free to hitchhike around the country, check out California, try living in a commune. And I did all that. I have a number of friends who feel they missed out on the '60s. I didn't."

Ricca left Harvard and hitchhiked across the country to San Francisco during the celebrated Summer of Love in 1967. She re-

members sleeping in a cornfield in Iowa, where "a bear came and snuffled me." She ended up in a crash pad in the Haight-Ashbury district: "If you were an attractive young woman, it was not too much trouble finding a place," she explains. She later stayed for a while in a commune in Northern California, helped build People's Park in Berkeley, and worked with the Diggers, who salvaged food from Dumpsters behind grocery stores to feed street people. She avoided deep commitments. "I like to skim off the top of things and then move on," she says.

She kept life simple: three pieces of clothing and "everything I owned fit in one small bag." This allowed a lot of mobility. She hitched across the country several times. "You'd be hanging around and somebody'd say, 'Oh, so-and-so is driving to Colorado tomorrow,' and you'd say, 'I've never been to Colorado,' and off you'd go."

Her supportive parents, who had raised their two daughters with "a strong belief in personal freedom for their children—they were not into a lot of discipline," nonetheless "were not happy when I said I was going to leave Harvard and live in the Haight-Ashbury," she says. "They never helped me again financially in my life, until they died and I inherited their money. And at times I was pretty darn poor. For a few years there, they didn't hear a whole lot from us. As you can see, this was a pretty self-centered existence."

She married her first husband, Jim Ostergard, at age 21. He became captain of the *Clearwater,* the Hudson River environmental flagship launched by Harvard dropout Pete Seeger '40. They started an alternative Summerhill-style school in Puerto Rico. Later, Jim became a commercial fisherman on Cape Cod while she became a registered nurse in 1976. Three years later, she earned her nurse practitioner's certificate from a Planned Parenthood program at the New Jersey College of Medicine and Dentistry in Newark.

The N.P. degree took some long-distance commuting, because in the mid 1970s she and Jim became, Ricca says, "back-to-the-land hippies." They found that $15,000 would buy only three acres on Martha's Vineyard, whereas in Maine they could acquire 150 acres. So in backwoods Maine they carried water in from a spring and did without electricity; children from other families had niceties

Ricca (above) at her lakeside home in rural Maine with husband Martin Bartlett, and walking with him on the frozen lake.

Photographs by Fred Field

their kids lacked. But there was a huge garden and a cow, sheep, chickens, goats, and a pig. "You could plop my kids down anywhere in the world and they'd survive," she says. "They know how to start fires, milk a goat, make cheese."

She has made her career in nursing and reproductive health, starting out in labor and delivery nursing and then, as a lay midwife, getting involved in the home-birth movement in Maine. Ricca has worked tirelessly in the family planning field in that state, even testifying at times before the state legislature on related issues.

Now she lives on a lake in rural Searsmont, Maine, and works at family-planning clinics in the Belfast and Rockland areas on a per-diem basis. "I see people of all ages, from young teens to postmenopausal women," she says. "I counsel, give exams, and do clinical work. An ob/gyn makes more money, but has less opportunity to fool around and have fun, less adventure. What I really love about my job is the hands-on part. I love talking to people about their sex lives."

She has three children, spread out from Berkeley to Maine. Her first marriage ended amicably in her early thirties; she has been married to Martin Bartlett, a retired commercial fisherman 15 years her senior, since 1989. "It was love at first sight," she says. "My number-one desire now is to spend time with him. I'm a lifelong insomniac, but Marty made me feel peaceful inside. He made me feel settled."

Ricca has a gift for languages; she learned Portuguese and spent time in Brazil. "I've actually *lived* in places that people vacation in," she says. She spent eight years on the Cape caring for her parents in their final years; at one point she asked them, "*Now* aren't you glad I went to nursing school?"

The "money part," she explains, "never had any interest for me. Look at us—we have a fabulous lifestyle." Indeed, their lakeside property on secluded Lake Quantabacook allows them to go swimming and boating from their dock all summer and to ski on the ice in wintertime.

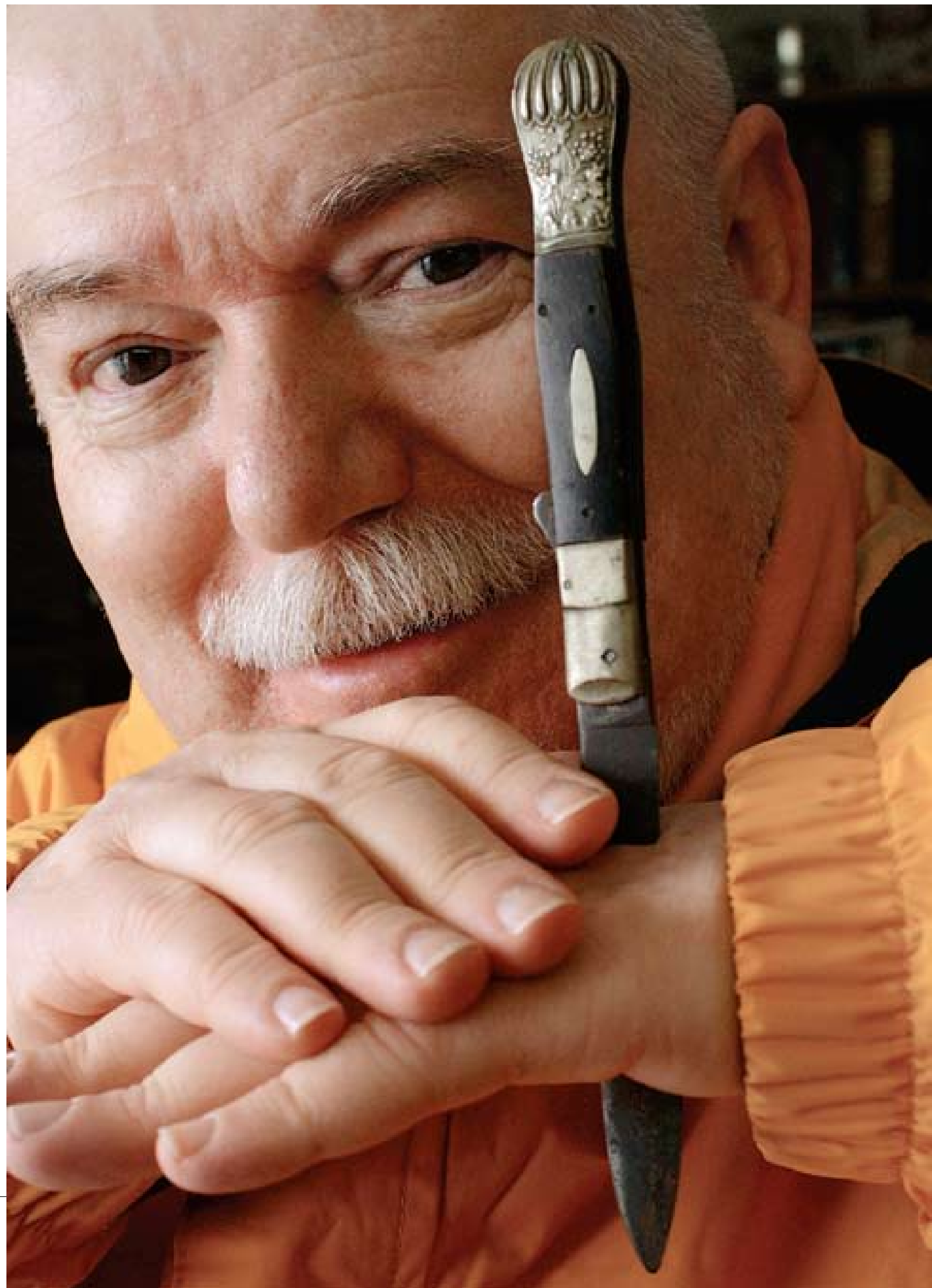
"I go with the flow and don't judge myself," she reflects. "I feel I have all the things I wanted to accomplish—a fine family, love, work that felt simple and real. Nursing felt right immediately. My life has been about people. Dropping out was definitely the right turn to take. My life has turned out so great—happy and fulfilled. I thought that the '60s was a moment in history that I wanted to experience fully—it impacted the rest of my life and made me feel free to be an adventurer. I've lived a life without fear and I don't have any regrets."

PHOTOGRAPH COURTESY OF BERNARD LEVINE

Bernard Levine
Cutting-Edge Historian

For his first class on his first day of his freshman year, Bernard Levine went to Edwin O. Reischauer's East Asian history course. The place was full. "I sat down, as I always did, next to the prettiest girl in sight," he says. She was Chinese from Macao, and they struck up a conversation. Levine had no notebook ("Taking notes distracts me from paying attention to the speaker") but she did, and when Reischauer said something in English, Chinese, or Japanese, she recorded it in the corresponding language. "She was raised all over Asia by her uncle, who owned the biggest circus in Asia," he recalls. "She had read the *entire reading list* for the course that summer! I was a little intimidated by that, to say the least. Still, I realized that one of us must be wrong here: either I am really *under*-prepared, or she is really *over*-prepared. Probably we were both wrong, but it got me thinking: do I want to spend my limited time here in big sur-

> "They would hand me a diploma, and that diploma is going to open a whole lot of doors that I don't want to go through."



vey courses, where you could learn everything you need to know from books?"

The answer was no, and Levine navigated his studies in an unusual manner: taking most of his coursework in graduate seminars. He concentrated in economics with a special interest in city planning. "I had a great time," he says, "and I would have left a lot sooner if I hadn't discovered graduate seminars. Though it never occurred to me that anyone would want to leave a place like Harvard—people fight like hell to get in, why would you leave? And it was great fun to be there at that time."

He lived in Leverett House, did some woodcarving, and made a few friends—"I was outgoing compared to how I am now." Though he had attended what he calls a "leftist" private secondary school—Commonwealth School in Boston—and looked like a hippie, with abundant red hair and a bushy beard, "Dope-smoking and left-wing politics didn't interest me," he says.

Remarkably, Levine dropped out only one semester before graduation. "Aha! moments, the elation that comes from doing something you really want to do and having it work out well, those peak experiences—I wouldn't stick with something if it didn't produce that kind of experience," he says. "I had been getting that from transportation economics and agricultural economics, and from working at Design Research. But I came back senior year and I wasn't getting it anymore—it was over.

"I knew I didn't want to do city planning, to play in that bureaucratic world," he continues. "I also knew that if I stayed another semester they would hand me a diploma, and that diploma is going to open a whole lot of doors that I don't want to go through. And I know that I am not real strong, and if I have that key, at some point I'm going to be seduced and want to go through one of those doors. So by not having the diploma, I will remove the temptation. That actually worked out very well, because I *was* tempted, more than once."

Dropping out cost Levine his student deferment during the Vietnam War. "I had a medical exemption and a high lottery number. When the draft notice came, I went to an allergist in San Francisco who called me 'another one of those hippie malingerers.' Then he gave me the skin test and said, 'I don't know how you're alive. You have the most severe allergies I've seen, ever.' "

Levine's parents reacted to his decision to drop out with "horror and fury," but it didn't cause a rift because, he relates, "The rift was there from age three. They never had any interest in me except as an expression of their own desires and aspirations. I did not ask for their permission or approval to leave college, and wouldn't have gotten it."

Home life had never been cheery. (Levine was named after George Bernard Shaw, more for the author's socialist politics than his literary achievements.) His father, Leo Levine '33, was an immunologist who had joined the Communist Party in the 1930s; his mother, Selma Levine, A.B.E. '67, was secretary to the senior tutor at Dudley House. At Commonwealth School, Levine intentionally got into trouble so that on Saturday he would have to do menial chores at the school as punishment—he preferred that to life with his parents in suburban Newton.

In February 1969, Levine headed west, looking to connect with a love interest in San Francisco—who promptly returned east to enroll in college. He knocked about the city for a couple of years, working as a stevedore and in construction. His first job, hanging sheetrock, had five other Harvard students on the site. "I realized that I wasn't strong enough to do this kind of work," he says, "and that it wasn't getting me far enough away from Harvard!"

He tried a small business gathering wild yarrow stalks in the hills near San Francisco, which natural food stores sold in bundles of 50 because dividing piles of yarrow is a classical method of consulting the *I Ching*. "Then they found a lower-priced source," Levine says. "That was my first lesson in business."

Bernard Levine (opposite) impaled by a trick knife, and in his garden in Oregon (above), where bowling balls on poles add a decorative element.

In September 1971, a couple at the house Levine lived in invited him to come to a flea market; they were moving and had some items to sell. He went to a Goodwill store to find something he might sell at the flea market, and purchased a box of old knives for $3.00—30 knives, as it turned out, at a dime each. "I knew less than nothing about knives," he says. "The little I knew was wrong. But I spread my knives out on a cloth and was overwhelmed by people."

Levine learned that there were knife collectors, and the brand names that were collectible. "It was a revelation," he admits. He continued selling knives at flea markets on weekends. "It turned out to be much longer hours than any job," he says. "I'd spend all week scrounging up knives and on Friday bring them to a cutlery shop in North Beach where they'd restore them for me. The grandfather there—born in Romania in 1885—taught me a lot about the European cutlery business in the early twentieth century.

"My great love in school had been history," he says. "Old knives are a good window into history, and a window that looks out in every direction." From the very first day, Levine recorded every knife he sold, including brand markings and a description, eventually logging 13,000 entries. This knowledge prepared him for his first book, *Knifemakers of Old San Francisco* (1978), which one reviewer called "the most important book ever published on antique American knives." *Levine's Guide to Knives and Their Values* (1984, with three subsequent editions) has become the standard reference work for knife collectors, dealers, and aficionados.

He has written prolifically for knife magazines and for mainstream publications (his "Whut Izzit?" column on knife identification has run since 1978 in *Knife World*) and published five books, moderates online knife forums, appraises knives, does consignment sales on commission, and for 30 years has worked as an expert witness for knife-related questions like patents, liability, and legality of ownership. He considers exposing frauds—things like "fantasy knives" that purport to be antiques but aren't based on any historical prototype—"one of my favorite things to do."

Photographs by Michael James Photography

In 1987, after almost two decades in San Francisco, Levine bought a house with a yard in Eugene, Oregon. He lives a largely solitary existence: he has never married or had children, hasn't had any particular love interest or even, he says, close friends. He's passionate about his garden ("I spent most of the 1990s in the garden"), designed and maintained with the help of a landscape architect and a professional gardener, which has been featured on national tours. Books now fill the walls of his house, even though he didn't open a volume for about five years after leaving college. Two years ago, he resumed intensive work on a "really big novel" that he first drafted in the mid 1990s.

Shortly after moving to Oregon, Levine read an article about fellow Harvard dropout Bill Gates '77 and asked himself, "If I had as much money as Bill Gates, what would be different in my life?" He came up with two things he didn't have: a really good library and a really good garden. "I realized that I didn't have to start Microsoft or be a billionaire to do both of those," he says. "So I've done them."

Jennifer Boyden
Backwoods Brahmin

PHOTOGRAPH BY JOANNE RICCA

"The further up the holler you go, the more backwoods you get," says Jennifer Boyden. "Both the terrain and the people." "Holler" is slang for "hollow," the hollowed-out area between two mountain ridges, sparsely dotted with houses. It's a common term in West Virginia, where flat land is scarce. At the bottom of the holler is typically a stream, with a road winding alongside it, heading out to the main road and civilization. "Up the holler" is the direction away from the main road, where the landscape becomes wilder and the people live farther apart and are shyer, more reserved. Years ago, when Boyden and her daughter first drove Boyden's new son-in-law to their home "up the holler," they went so far without seeing a house that he thought they were playing a prank on him—that Boyden lived somewhere else entirely and there was no house there at all.

But there was. In fact, Boyden has had her backwoods house in Roane County, West Virginia, for more than three decades. It's a long, long way from her Boston Brahmin upbringing. It would be "an understatement" to say that the Boydens were from Boston, she explains. "I can't think of anybody in my father's family who didn't go to Harvard. It was the only thing ever considered." The New Hampshire property where the Boydens summer has been in the family since 1799. One notable progenitor, Roland William Boyden, A.B. 1885, LL.B. '88, LL.D. 1924, was a lawyer, a banker with the House of Morgan, and a Harvard Overseer who died childless, "so we got his loot," Boyden explains. "We've run the family for I don't know how many generations on Uncle Roland's money."

Nonetheless, "some of Pop's family took a left turn," she says. Her father, Roland William Boyden '32, LL.B. '35, Ph.D. '47, didn't enjoy his year with the white-shoe Boston law firm of Ropes & Gray, and went off to teach at the legendary, avant-garde Black Mountain College in North Carolina while studying history at Harvard. In 1947 he was among the founders of the progressive Marlboro College in Marlboro, Vermont, where he was a dean and history professor until his death in 1981.

Jennifer, the eldest of three girls, was packed off to another forward-thinking place, the Cambridge School of Weston, one of the first co-ed boarding schools. "We were snobby about the public-school kids with their hair all teased up," Boyden recalls. "Our hair was long and straight, like Joan Baez. At our school, the boys' hair was too long, and the girls' skirts were too short. I had a wonderful time, and could postpone being a miserable teenager until I got to Harvard."

When Boyden's Radcliffe acceptance arrived, her parents "were so delighted that I decided to go. That's not a good reason to choose a college." She also wanted to experience life in a big city. But once enrolled, she didn't like the size of big lecture courses and found classes like French "too hard. I remember sit-

Photographs by Brian T. Murphy

ting in the basement of Cabot House trying to read French in despair." Furthermore, "You never knew any professors"—her father had taught history classes in their living room—"and it didn't feel very friendly." Boyden flunked a Spanish course after sleeping through a final exam, "and when you sleep through a final, you know you don't want to be there." She shared an off-campus apartment with her friend and fellow dropout-to-be Joanne Ricca, but unlike Ricca, "I was not into the hippie scene," she says, "and didn't like smoking pot."

What Boyden did cherish was Phillips Brooks House, where she volunteered to tutor inner-city students in Roxbury and, over the summer, taught poor rural kids in a PBH program in Kentucky and West Virginia. "I really loved it," she says. "It was a whole different culture, with its own dialect, music, and cuisine, and fundamentalist snake-handling religions. The people were warm and accepting."

A year later, she dropped out. Her family supported her choice: "They were worried about me because I was moping around," she recalls. Boyden applied to the VISTA (Volunteers in Service to America) program. "I was running away from a lot of things," she explains. "One was that '60s scene. Another was having to be a Boyden intellectual. I romanticized—and still do romanticize—the simple life in the country and the people who live a less complex life. It's very satisfactory if you have your health and Uncle Roland's money in the background. It's difficult if you live in rural poverty. But in 1967 I thought that was the way to go."

In West Virginia, Boyden, attached to a county agency, moved in with a local family that had "a tiny little kitchen with a table, a tiny living room with a coal stove, and one bedroom downstairs, which they gave me. The family of five slept in the attic. The father was a coal miner with black lung disease; he had disability payments. They had a big garden and rolled their own cigarettes with Prince Albert tobacco, and there was lots of instant coffee with 'canned cream'—it's actually canned milk, an Appalachian staple. They went to the store only when the check came. People were not well off and indoor plumbing was an unusual luxury."

After a short period of work as a community organizer, Boyden began teaching second grade in 1968, "and you don't know much about teaching school when you've been at Harvard only two years," she says, "and not at the Education School, either." She also met Claude "Wes" Westfall, just out of the Air Force, who became an auto mechanic; they married after a few months and had two children, Andrew and Elizabeth, in 1969 and 1971.

Jennifer Boyden, opposite and below, with Waldorf school students, one of whom (below) is her granddaughter Geneva Avery.

"I had a wonderful time and could postpone being a miserable teenager until I got to Harvard."

In 1972 Boyden enrolled in Morris Harvey College in Charleston, West Virginia, driving an hour each way on bad roads to study child development and education. Wes "wasn't too keen on the idea" of Boyden returning to college, and as a part-time student, it took her until 1979 to complete her degree and get a full-time teaching job.

Wes didn't like her going to work, either, feeling it was a "step back toward my old life in New England," Boyden says. "And it was different from staying home, doing the laundry, and canning tomatoes." They divorced in 1980. Boyden stayed single only about a year before remarrying: she wed John Kampsnider, a school psychologist who had four children from two previous marriages. They didn't have children of their own: "We decided they'd be obnoxious," she explains, smiling. "We were both hot-tempered."

Boyden had a long career in teaching young children in the public schools of West Virginia, settling into her greatest love, kindergarten teaching, from 1989 until she retired at 60 in 2008. Her kindergartners "were almost always poor kids. As a teacher, my goal was to make sure they had a good day, despite whatever wasn't going right at home. The school even fed them two square meals. And they didn't watch TV."

She and Kampsnider "grew apart—they were all pretty rough years," and divorced in 2008. Boyden and her sisters cared for their mother in her final illness before she passed away early this year. "I feel kind of lost right now," she says. "Retirement and divorce and my mother's death all came really close together. I haven't quite figured out what's happening next. In another way, it's exciting—63 is not old at all."

HM

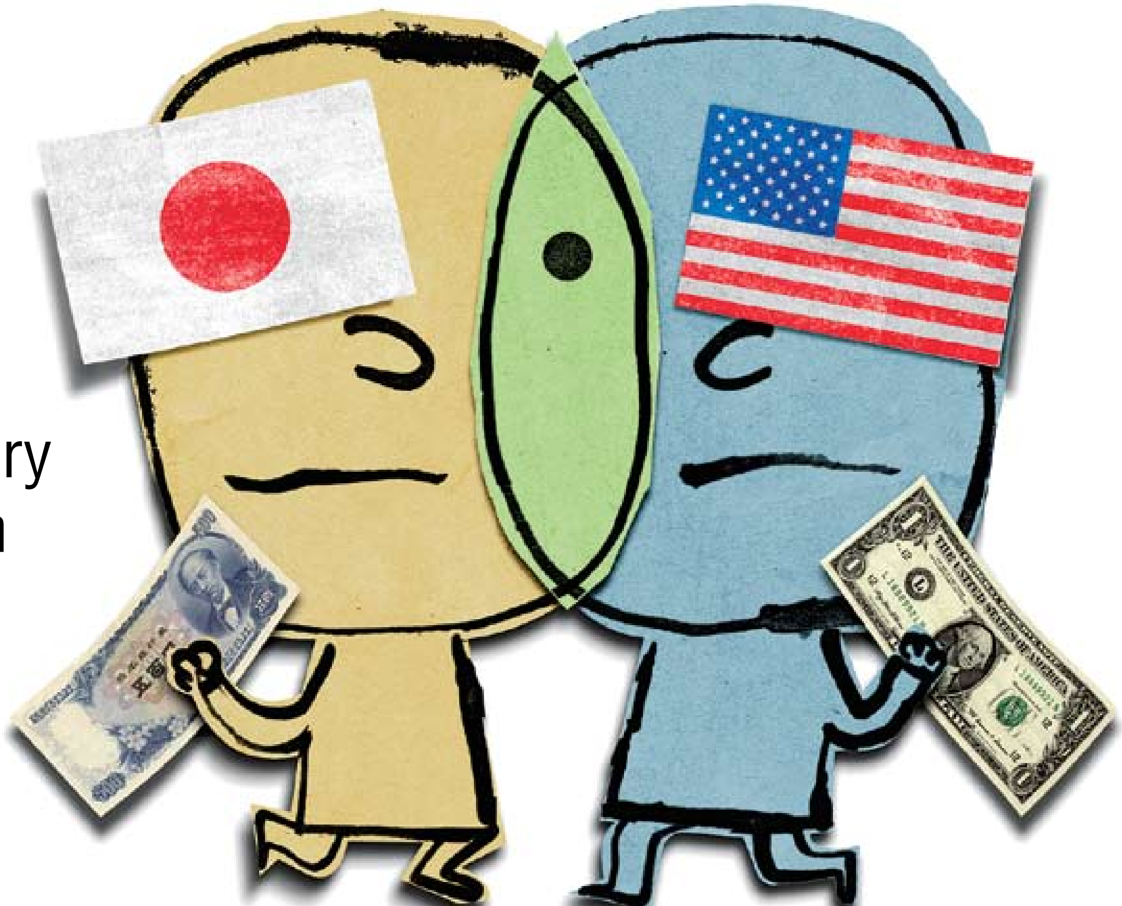
What's your take on dropping out of Harvard? Visit harvardmag.com/extras to see other readers' stories and opinions and share yours.

Her son and daughter, now 40 and 39, both have houses in Birmingham, Alabama. Boyden foresees spending the winters in Birmingham and summers at the old Boyden place in New Hampshire, where she plans to spend most of her time. She hopes to travel, and wants to see the Himalayas before she dies.

And another possibility beckons. Three of her five grandchildren attend a progressive Waldorf school in Birmingham, where Boyden came out of retirement briefly to substitute teach. "It was amazing to be in a school that does things right," she says, "after fighting an uphill battle for years in the public schools, against people who wanted to test, test, test." Teaching in a Waldorf school is a big commitment, though: the same teacher stays with the students from first through eighth grades. Yet Jennifer Boyden doesn't deny that she's tempted to drop back in.

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

America's economic prospects—and cautionary lessons from Japan



After *Our* Bubble

by Jonathan Shaw

Saving more. consuming less. Paying down debts. Making sacrifices. Most Americans have not experienced austerity in a long time, so the decade ahead may come as a shock. Expect continued high unemployment, slow wage growth, the possibility of social and political unrest, higher taxes, cuts in government services. Hope for moderate inflation to help reduce public and private debt loads. And be happy if all that is the only price this country must pay as part of the financial hangover from the party that began in 2001.

As the United States recovers from the "Great Recession," economic stimulus has so far masked the austerity ahead. The U.S. government, like others around the world, has solved the post-housing-bubble banking crisis by issuing debt—in effect trading one set of problems for another to create what Cabot professor of public policy Kenneth Rogoff calls "an illusion of normalcy." But, says Rogoff (coauthor of *This Time Is Different,* a study of eight centuries of financial crises; see "What This Country Needs," January-February, page 18, for a review), history shows that waves of banking crises are typically followed by waves of debt crises two or three years later.

The recession that is now slowly ebbing is often compared to an earlier crisis in Japan, which was also precipitated by the collapse of a massive asset bubble in real estate and stocks. That crisis didn't end well. The Japanese have been contending with a declining gross domestic product (GDP) and increasing debt in the two decades since (see "An Aftermath to Avoid," page 40). But Japan's experience is not the only instructive example of what lies ahead for the American economy—that is the central message of Rogoff's recent book. From a purely quantitative perspective, the American experience of recession is *not* different at all. The book aggregates data from many meltdowns, from Argentina to Austria and Finland to France, finding that they are very similar on a variety of measures. "Typically," he says, "housing takes five years to recover; equities, three to four; unemployment, five years; GDP falls for 1.7 years."

How has the United States fared compared to these averages?

Illustration by Miguel Davilla

"It has been driving right down the tracks of a typical postwar deep financial crisis—it's incredible," Rogoff reports. Unemployment typically rises 7 percent; "We went up 6." The average fall in housing prices is 36 percent. "The U.S. went down 33 percent and clearly has more to go." In equities, the average fall was 56 percent, which is "exactly what the S&P [500 index] did. "The only dimension in which the U.S. did better," Rogoff says, "is in the *depth* of the recession, which appears to have been less" [deep than usual.]" GDP typically drops 9 percent from peak to trough. "We were about minus 4 percent" (based on preliminary numbers). But there is one dimension on which the United States was worse than average: the rise in government debt. In a typical crisis, that goes up 85 percent in three years, Rogoff reports. "We are going to blow through that," he says.

"In some sense," Rogoff explains, "our aggressive response cushioned the drop in GDP."

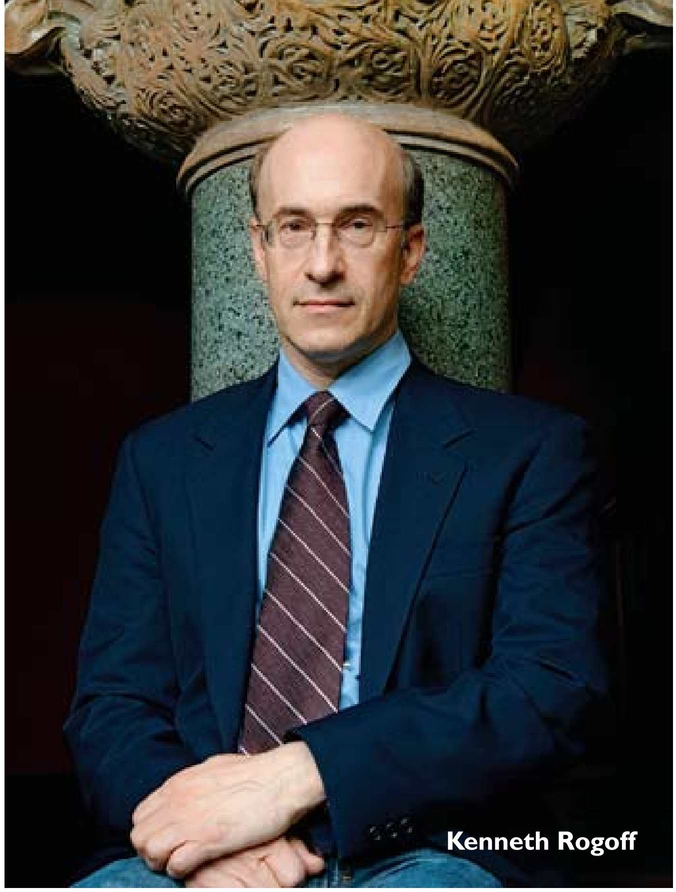
But that tradeoff—rescuing the economy by assuming lots of debt—is not without risks, especially for a debtor nation. This country's debts include the *international* debt (determined by what is known as the current account deficit [see page 42]; see "Debtor Nation," July-August 2007, page 40) and the *national* debt (determined by the federal deficit). "Both were on unsustainable pathways before the recession, says Harpel professor of capital formation and growth Jeffrey A. Frankel, of Harvard Kennedy School. President Obama's economic stimulus package represents even more debt, "but is a relatively small part of the total picture" that doesn't even make Frankel's list of the top three contributors to the total debt path: the rise in the cost of Medicare and Medicaid; Social Security (which he says is solvable with "minor" but politically difficult adjustments); and the fiscal path that President George W. Bush put the country on in 2001 ("which was not only tax cuts, but also a sharp acceleration in the rate of spending, both military and domestic," says Frankel, who served on the Council of Economic Advisers in the Clinton administration, and on its staff during the Reagan administration, under Martin Feldstein, now Baker professor of economics).

As early as March 2007, discussing the nation's escalating debt, Frankel told this magazine, "I don't blame Bush for the 2001 recession, but I blame him for the severity of the next recession,"

The U.S. government has solved the banking crisis by issuing debt—trading one set of problems for another.

explaining that the president had been right to cut taxes as a stimulus after the 2001 recession, but shouldn't have allowed the tax cuts and spending increases to continue once the economy recovered—because then there would be inadequate room for fiscal expansion when the *next* recession hit. Without the option of cutting taxes, future policymakers would be forced to increase spending as the only option for economic stimulus.

Meanwhile the current recession, by further depressing tax revenue and increasing payouts for unemployment insurance and other benefits, is a fourth contributing factor to the U.S. debt.


Kenneth Rogoff

"Number five" he adds, "is the Obama stimulus package, which pales in comparison to all these other factors."

But when a debtor nation keeps borrowing, the question arises: How long can that continue? Frankel says, "Many people assert that the world's investors had a limitless willingness to buy U.S. assets," for a variety of reasons. "One version of this view is that we earned the privilege because we have such a good financial system. That one is looking a little tarnished." Another version hinges on the role of the dollar as the international currency. "I think there could be a limit to foreigners' willingness to absorb dollars," he says, alluding to the long-term possibility of a currency crisis: a run on the dollar that would lower its value suddenly.

"People talk about the declining role of the U.S. in the world economy," says Boas professor of international economics Richard Cooper, but at the moment, "It is hard to find a big economy that is not in the same boat." Some differences in the details are significant, he notes, but "the fact is that Germany, Britain, Italy, France, even China are running budget deficits now that are way above what they would like them to be—and that's certainly also true of Japan" (which was affected even more than the United States by the current recession: its GDP dropped 6 percent).

In a *relative* sense, therefore, the U.S. economy looks strong in what has been a global recession, at least among developed nations. (Even the dollar, which has been in slow decline since the late 1990s, looks strong in comparison to the euro, for example.) Cooper points out that the country is not only better positioned demographically than other rich countries, but is also an inevitable choice for international investors. "If I'm sitting in Zurich," he says, "and have some financial investments I want to make and

Photograph by Stu Rosner

I look around at what is actually available to me, the U.S. is about half the world's marketable financial economy."

To err on the conservative side in papers he has written about global financial imbalances (in which foreigners' "excess savings" end up being loaned to American consumers at low interest rates), Cooper uses the U.S. share of gross world product (GWP), which stood at about 27 percent in 2006-2007. "But a metric which, in a sense, would be even more appropriate," he says, "is share of marketable securities in the world" (about half of which are in the United States). That's because, internationally, as much as 70 percent of the publicly traded stock in many corporations is in fact owned by national governments. "For example, in China," he explains, "there are now about 1,000 listed companies, mostly state enterprises, and the government owns 70 percent of the shares." National governments aren't sellers, so that means "a maximum of 30 percent are available for trading." In other words,

An Aftermath to Avoid

Looking back to 1989, it seems incredible that when the grounds of the Imperial Palace in Tokyo were valued at more than the entire state of California, no one recognized the bubble in Japanese real estate. Instead, the economic juggernaut in the Land of the Rising Sun extended its impact on the U.S. psyche when a Japanese conglomerate bought Rockefeller Center that fall. The Nikkei index rose to its all-time high of nearly 39,000 that December.

What happened to Japan during the subsequent two "lost decades" is a cautionary tale. Since 1995, that nation's economy has shrunk, while the Nikkei recently stood at 10,365, or 73 percent below its high of more than 20 years ago.

Ever since the American housing bubble burst in 2008, economists have drawn comparisons between Japan and the United States: in both cases, an easy monetary policy helped feed asset bubbles in stocks and real estate while the absence of inflation hid the danger. As the crises developed, both countries became caught in a liquidity trap, in which government infusions of money into the economy failed to lower interest rates, says Jeffrey A. Frankel, Harpel professor of capital formation and growth at Harvard Kennedy School. "There was also a reluctance to recapitalize failed banks," he adds, "thus producing 'zombies'"—banks with no intrinsic net worth that were propped up by government credit. Later, both countries adopted a strategy of "quantitative easing" as their crises intensified—essentially printing money in order to buy financial assets from banks.

"I always explain that the U.S. is making the same mistakes Japan made," says Takatoshi Ito, Ph.D. '79, a professor of economics at the University of Tokyo, "but everything is faster—probably four times faster." He describes the same tolerance for excesses and then, once financial institutions got in over their heads, an initial refusal to use taxpayer money for bailouts. But once bailouts do begin, says the former Harvard visiting professor (who has also served in the Japanese government), the government creates "lots of liquidity without addressing the moral hazard question or tackling long-term financial architecture." Kenneth Rogoff, Cabot professor of public policy, says that during the recent U.S. bailout, the federal government was "so nice to the financial sector, investors rightly believed that no bank would be allowed to go under"—encouraging more of the same risk-taking that contributed to the crisis in the first place.

At issue is whether the United States might face a fate similar to Japan's: a long period of economic stagnation. Japan's unemployment is more than double what it was in the boom years, and real wages have fallen steadily, hitting a 20-year low in 2009. Repeated, drawn-out attempts at monetary and fiscal stimulus, including increasingly questionable spending on roads and bridges in a country that already had a history of massive infrastructure investment, have eventually led to a potentially crippling debt load for the nation.

"The Japanese debt-to-GDP ratio"—now nearly 200 percent—"is already catastrophic," says Ito. "It is just that the zero interest rate [that the government pays on its debt to bondholders] is keeping the budget pressure concealed." If interest rates rise, paying the interest on the national debt will become a problem. If, on the other hand, the current trend of deflation continues, a larger and larger amount of debt will accumulate, still without any alarms going off. And "when you realize it," Ito adds, perhaps when interest rates finally do rise, "it will be too late." Either way, "very soon Japan is going to have to address the problem."

Although the United States has a much lower ratio of debt-to-GDP, and moderate annual inflation of 2.3 percent, the debt is nevertheless "rising faster than GDP," says Frankel: "the definition of an unsustainable and explosive path." All else being equal, the country would appear to be at risk of entering a lost decade of its own.

All is not equal, however; there are many important differences between Japan and the United States. In stark contrast to the latter, for example, Japan is the "number one or number two creditor nation" says Ito, maintaining a trade surplus with the rest of the world. As a consequence, it has accumulated a lot of foreign assets, and therefore runs very little risk of a currency crisis despite its debt load.

On the other hand, the aging of the Japanese workforce is a significant demographic drag on the economy that explains much about the economic doldrums that have gripped the country. "The ratio between working-age people and retirees is now about 4 to 1, but it will be 2 to 1 in 20 years," notes Ito. "This will put a strain on everything from economic growth to finding enough talented people for various professions, to social security and pensions. It is going to be very hard."

Demographics also explain the continuing decline in the Japanese savings rate. "Those who are retired are now spending down savings to maintain their standard of living," he says. "It is the consequence of an aging society."

One particular problem rooted in this demographic difference is that most Japanese retirees' savings are in the form of domestic government debt. As retirees cash in these bonds, "Who is going to redeem them?" Ito asks, and answers, "Taxpayers of the next generation. So it is the same thing as taxing the future generations." This reliance on internal debt to fund an increasingly larger for a hypothetical investor operating without home bias (the tendency of investors to keep more of their money in their own national economies), the United States should be the recipient of far *more* inflows of foreign capital than it is already.

Foreign investment in the United States now stands at just 12 percent, not 27 percent (which would reflect the U.S. share of GWP) or 50 percent (the U.S. portion of marketable securities worldwide), so if Cooper is right, the global imbalances could last for a very long time, or even grow. Indeed, he has written a paper projecting, in a ballpark way, which countries will contribute most to GWP through 2030. "The U.S. share declines a little, but not a lot. The big gainer, not surprisingly, is China. India doubles its share, but from 2 percent to 4 percent, so it still remains a small economy in the world. The big losers are Japan and Europe, largely for demographic reasons." The U.S. role as net consumer in global imbalances could therefore persist for a long time, he believes.

proportion of retirees among the population creates a "classic fiscal problem," he says, and sets the stage for "generational conflict" that will only exacerbate the debt crisis.

Ever since the bursting of its asset bubble, Japan has tried to export its way out of the economic slump. Because the crisis at that time was not global in nature, the tactic seemed to make sense. But Japan was already exporting a lot, relative to the size of its economy. Further growth in exports proved difficult. In retrospect, says Stanfield professor of international peace Jeffry Frieden, "Japan probably should have reoriented its economy toward more domestic consumption, rather than putting all its resources into an export push."

But an aging society is not one predisposed to increasing consumption. And that has contributed to deflation, a recurring problem in Japan since 1995. Because it leads to an increase in the real value of money, debts become more difficult to pay off (and consumers hold off spending, retarding economic growth). But that is just the first-order problem, Ito explains. During the inflationary period of the early 1980s in the United States, he recalls, there was a lot of talk about bracket creep: as incomes rose with inflation, people were shifted into higher tax brackets. But because their real, inflation-adjusted income had not gone up, it simply meant that more of their income was going to taxes. "What Japan has been going through in the last 10 or 15 years," Ito says, "is a *reverse* bracket creep." Employers are cutting nominal wages because of deflation, so taxpayers are falling into *lower* tax brackets. That, along with shrinking GDP, depresses government revenue, making it even harder to pay down the national debt. Combined with deflation's role in increasing the real debt burden, these factors make Japan's fiscal situation appear increasingly precarious.

Japan faces "a lot of challenges," Rogoff adds: "a shrinking labor force" and—often forgotten in the discussion of Japan's two-decade malaise—"competition with China." That competition undermined the Japanese export strategy. In contrast, U.S. exports in the current global downturn have actually *increased* on the strength of demand from growing economies in Asia and a weaker dollar.

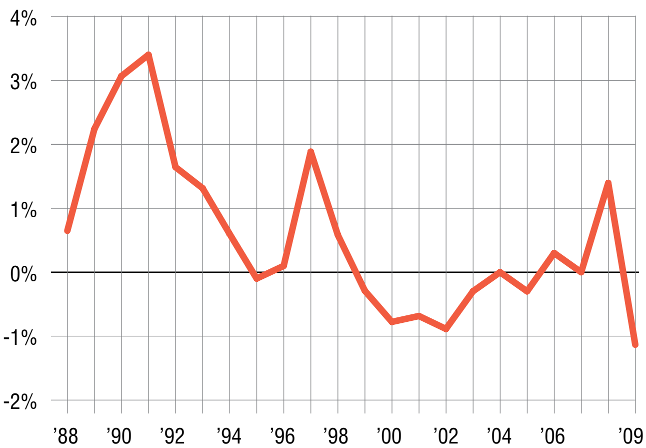
Thus, whereas Japan's contracting work force has become part of a self-reinforcing downward spiral of deflation, lower consumption, and lower real wages that makes the country's debt burden look increasing difficult to manage, the United States has room to grow. "Not only do we have land," says Rogoff, "we have a society that is very accepting of immigrants. Culture is a huge advantage for the U.S.; it is part of our ability to be flexible."

In addition—uniquely among the large advanced economies, explains Boas professor of international economics Richard Cooper—the United States has fertility on its side. Because the birth rate is slightly higher than replacement level, the population is growing. This will lead to a larger workforce in the future, which will in turn make it relatively easier to pay retiree benefits.

American workforce growth is expansionary, giving the economy a bias toward growth in the long-term that makes deflation less likely to take hold. That means overall debt—provided it does not continue to increase faster than economic growth—will slowly become a smaller proportion of GDP. There is no reason to think the United States will inevitably suffer Japan's fate, provided sound fiscal policies are adopted once the recovery is assured.

Inflation Rate (Consumer Prices)

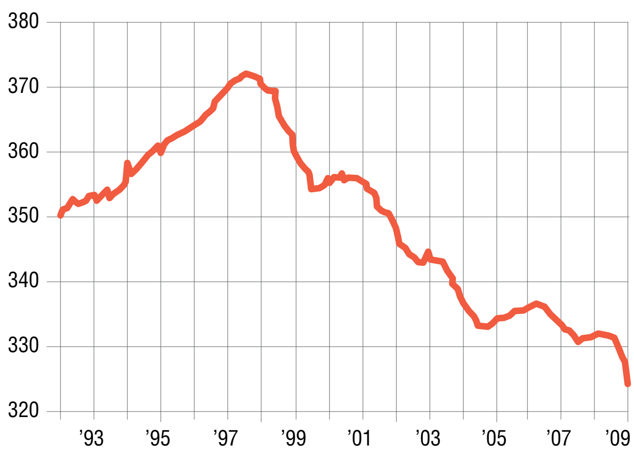
Annual percent change



SOURCE: Japan Ministry of Health, Labor, and Welfare

Monthly Wages

Yen per month (in thousands)



SOURCE: Japan Ministry of Health, Labor, and Welfare

Deflation and falling wages have been features of Japan's downward economic spiral.

Graphs by Miguel Davilla

> "Unless people are aware of the kinds of risks that we face, we are really in serious danger of compounding the lost decade that we just lived through with another lost decade."

Another gauge of the U.S. imbalance in trade and capital flows with the rest of the world is the *current account deficit,* an annual measure of the amount by which consumption exceeds production. In 2006, the U.S. current account deficit (CAD) reached 6 percent of GDP, a level most economists felt was unsustainable. Cooper disagreed then and still does.

In general, he doesn't see a strong link between such global imbalances and the financial crisis. Even though the willingness of foreigners to lend Americans the money that funded U.S. consumption habits clearly played a part in keeping this country's interest rates low and, by extension, in fueling the housing bubble, Cooper thinks that mass euphoria—psychological factors—combined with a "lax or totally absent regulatory framework," played a more important role.

Now, with the recession dampening American demand for foreign imports, and with exports gradually rising with help from a slowly declining dollar, the CAD has fallen to about 3 percent of GDP. But whether this measure of capital flow with the rest of the world goes up or down from here is a big question mark. Cooper thinks it will rise back to the 4 or 5 percent range—and that eventually, barring a dollar crisis (which he cannot rule out), it will decline slowly over decades.

Stanfield professor of international peace Jeffry Frieden has a very different view of the way the CAD, the housing bubble, and the current recession are linked—and of the implications for Americans. "The U.S. is in the midst of a classic foreign-debt crisis," he says. "Between 2001 and 2007, we borrowed between half a trillion and a trillion dollars each year from the rest of the world. Over the course of those years we built up about five trillion dollars in new foreign debt."

That influx of money had all the effects that classical economics predicted it would, including fueling a housing boom. But this was not just an American problem, he emphasizes: "This is an international economic pattern, with the United Kingdom, Ireland, Spain, Portugal, Greece, the Baltics, central and eastern Europe, and developing countries all borrowing heavily from the rest of the world." Meanwhile, another group of countries—China, East Asia, Germany, Northern Europe, and the OPEC nations—were exporting heavily. "There is a well-established script to what happens next," Frieden explains. When a lot of money is available, people start spending it on housing, which drives a huge run-up in housing prices. In Spain, which borrowed 12 percent of GDP in a *year,* more housing was built between 2004 and 2006 than in France, Germany, and Italy combined. Likewise, says Frieden, "Latin America in the 1970s, or East Asia in the '90s, experienced the same thing before their crises: a big real-estate bubble." (His book about the current financial crisis, *Lost Decades,* co-written with University of Wisconsin macroeconomist Menzie Chinn, will appear early next year.) This happens because banks are flooded with more money than they know what to do with, so they "move down the quality chain," Frieden explains. "You are already lending to people who are credit-worthy, so you start lending to riskier borrowers."

"We know what the aftermath of a debt crisis looks like," he continues. The United States is now through the immediate aftermath, a period called the stabilization phase, in which countries are just trying to stabilize their economies. Recalling the 1970s, Frieden notes, "If you are a Latin American country, you are trying to get inflation down from 5,000 percent and deal with huge budget deficits that are the result of trying to ameliorate the effect of the crisis," Frieden notes. The United States is lucky enough to be able to issue debt in its own currency, so its citizens don't have to deal with hyperinflation. But *all* countries emerging from a foreign debt crisis, Frieden says, must adjust to a new reality: they can't continue running their economies on funds borrowed from the rest of the world.

He allows *some* room for arguing that the United States is a special case: "This country is probably going to continue to be a borrower from the rest of the world, running a current account deficit that is 1 to 1.5 percent of GDP for a long time." The dollar's role as a reserve currency is part of the reason, and the fact "the U.S. is underrepresented in the rest of the world's investment portfolio is the other." So there is "a germ of truth" to Cooper's arguments, Frieden believes. But he is adamant that "going back to borrowing 5 or 6 percent of GDP from abroad is completely implausible—for a variety of reasons."

He believes "the American appetite for debt is much reduced" among both "private American households, the government, taxpayers, and financial institutions as well." On the supply side, he expects much more wariness on the part of international investors about lending to this country during the next three to seven years. (He spoke with this magazine before the Greek debt crisis erupted, which led to a surge of investment in the United States as a safe haven, in turn driving down interest and home mortgage rates.)

When their nation borrowed money from 2001 to 2007, Americans were able to consume more than they produced and invest more than they saved, and the government was able to spend more than it took in. Once the borrowing stops, those relationships have to turn around, Frieden says: "We are going to have to produce more than we consume, save more than we invest, and the government will have to take in more than it spends. That translates into austerity, a lower standard of living….Every country that has gone through the crisis successfully has done so by imposing fairly stringent austerity measures. That means real wages are stagnant or declining, the standard of living is stagnant or declining, you have to increase exports, decrease imports, increase saving, and reduce consumption. That is the macroeconomics of dealing with a debt crisis."

There are also political ramifications, because no one likes austerity measures. And often "the people who benefited from the boom are not those who are asked to make the biggest sacrifices during the adjustment period," Frieden points out. In the United States, two-thirds of the income growth during the boom of 2001-2007 went to the top 1 percent of the population. "That is about a 60 percent increase in the average income of that segment of the population, while there was a 6 percent increase for the rest of the population," he explains. "It is not that things were bad for the rest of us, but they were a whole lot better for the very wealthy. Now the crisis is having a much more serious negative effect on people in the bottom half of the income distribution than on those in the top half."

Job losses tell the story. Unemployment in the country as a whole today is 9.5 percent to 10 percent, but in the bottom 40 percent of the labor force it is 17 percent, while in the top 30 percent it is just 4 percent. "There is a widespread feeling that the borrowing boom of the 2001-2007 period primarily benefited the wealthy," while the impacts of the crash and austerity measures will affect primarily the lower and middle classes, he says. "This is not an inaccurate perception, and is a formula for a lot of political discontent."

Furthermore, unemployment is not likely to improve soon, Frieden says. Roughly 44 percent of those currently unemployed have been unemployed for more than six months, and 25 percent have been unemployed for more a year. "That is way out of line with prior experience," in which "people usually get jobs after six weeks," he notes.

"There is no question," he continues, "that we should be worried about a Japan-style stagnation. Even if we avoid that, we face a very difficult period of adjusting to a new macroeconomic reality: dealing with the $5 trillion to $7 trillion we borrowed to get ourselves into this mess, and the $5 trillion to $7 trillion we borrowed to get ourselves out. We are going to come out of this $10 trillion to $15 trillion in debt to the rest of world, and servicing that is going to be expensive." Kenneth Rogoff's book paints the same picture statistically, Frieden adds. There is a "clear time path of recovery for high-debt countries that includes slow growth, high unemployment, and higher inflation than normal five, seven, nine years afterwards. That is just a statistical relationship," he acknowledges, but one "for which there are good analytical and theoretical underpinnings. We understand why this happens."

Will American taxpayers be the only ones to pay, literally and figuratively, for the crisis? Might creditors also be forced to pay? In the case of Brazil, Thailand, or Argentina, creditors took a hit when those countries renegotiated a lower interest rate or spread their payments out over time. "In the U.S., we do it the old-fashioned way," says Frieden, "by inflating away the debt. I anticipate one of the ways the burden of adjustment will be dealt with is by running a moderate inflation, which is not necessarily a bad thing. That will reduce the real debt burden by a little or a lot. And the dollar will decline, which will also reduce the real debt burden by a fair amount."

There are other bright spots—if the prospect of inflation can be called that. American exports have been up thanks to demand from Asia—particularly China and its neighborhood, an area that continues to grow. American companies export software and energy-related technologies, as well as complicated machinery like aircraft. Educational, medical, and legal services are also big exports, but Frieden believes that the real unexploited opportunities lie on the manufacturing side, in the underutilized industrial belt of the Midwest. He hopes for a resurgence in the export of complex goods such as heavy machinery, building equipment, agricultural implements, controlled machine tools that automate component production from start to finish, and so on. But such transitions are never easy, and Americans have not experienced a period of true economic malaise since the late 1970s and early '80s.

Jeffry Frieden

"I try to impress on people that we lost a decade," Frieden says, "because if you look at the overall rate of growth in real per capita personal income from 2000 to 2010 [3.7 percent since 2000], it is essentially flat. Now we are in danger of losing *this* decade…because of the debt overhang. Unless people are aware of the kinds of risks that we face, we are really in serious danger of compounding the lost decade that we just lived through with another lost decade of very serious economic, social, and political problems to come. That is a very depressing prospect and one that I think everybody in the U.S. and the world should be focusing on."

Says Cooper, "We knew as soon as the Federal Reserve did all of the very imaginative things that it did [to rescue financial institutions and free up credit markets], starting in 2008, that there was going to be an exit issue. The Fed's balance sheet went from $900 billion to $2.4 trillion: it nearly tripled. That represents a huge change in base money. That didn't translate into the money supply because banks were being super-cautious about lending. But the Fed staff's memos on an exit strategy have already been written," he says, and now everything hinges on "gauging the timing on when it is appropriate to begin withdrawing the fiscal stimulus. One thing you can be sure of. When the Fed begins to tighten, there will be howls."

Jonathan Shaw '89 is managing editor of this magazine.

Photograph by Stu Rosner

In 1979, Andrew Wylie '70 was trying to get a job as a book editor. "They would ask what I was reading," Wylie says, "and I would say, 'Thucydides.' They would say, 'Huh? What about James Michener, James Clavell?' I would say, 'No, no. Sorry.' People felt that if you did not read bestsellers, you could not operate effectively in the contemporary publishing world. I thought: if that's true, then this is not the business for me, because I'm not going to sit around reading the bestseller list—the bound form of daytime television."

Wylie's publishing credentials were promising. At Harvard, he would have graduated *summa cum laude* in French literature but for his brash political blunder of trashing one of his thesis advisers in the thesis itself. Fluent in French and Italian, he can read manuscripts in those languages when needed. During his twenties, in beret and black leather jacket, he hung out in the New York arts-and-lit world and the avant-garde scene that swirled around Andy Warhol. Wylie's father, Craig Wylie '30, had been editor-in-chief at Houghton Mifflin in Boston. "But my uncles were bankers," he says, "and I wanted to combine the two disciplines." That drew him toward the business side of publishing; Wylie decided to apprentice himself to a literary agent.

But what he had seen of "literary" literary agents did not appeal. "They were in small offices covered in dust, with dying spider plants in the windows," he explains. "The whole thing was absolutely depressing. And you got the feeling that the best writers had the worst representation, and the worst writers had the best representation. If I wanted to enjoy my life, I had to read good books. But how do you turn that into a business, if people who write well aren't well paid? Yes, the best writers *do* make money over time—so in the long run, the most valuable author of all is Shakespeare. But publishing is constructed as if the most valuable author is Danielle Steel."

Nevertheless, 30 years later, Wylie's project of creating a business based on the books he wanted to read seems to have panned out. The Wylie Agency, founded in 1980, with offices today in midtown Manhattan and in London, is a mighty force in publishing. It represents more than 700 clients, including Martin Amis, David Byrne, Dave Eggers, Louise Erdrich, Ian Frazier '73, Al Gore '69, LL.D. '94, William Kennedy, Henry Kissinger '50, Ph.D. '54, Elmore Leonard, W.S. Merwin, Lou Reed, David Rockefeller '36, LL.D. '69, Philip Roth, Salman Rushdie, Oliver Sachs, and Nicolas Sarkozy. Wylie's deceased clients are even more illustrious than his living ones: W.H. Auden, Saul Bellow, Roberto Bolaño, William S. Burroughs '36, Italo Calvino, Allen Ginsberg, Arthur Miller, Vladimir Nabokov, Hunter Thompson, John Updike '54, Litt.D. '92, Andy Warhol, and Evelyn Waugh, for example.

Mega-agencies like William Morris and ICM have film divisions, which the Wylie Agency does not, but "I believe we have a larger *literary* agency, in terms of global reach, number of clients, and perhaps also revenue," says Wylie. John "Ike" Williams '60, a principal of the Boston literary agency Kneerim & Williams, says Wylie "is a formidable agent, particularly on foreign rights. The guy has incredible taste." The *Guardian* recently described the Wylie Agency as "the most feared and most influential authors' representatives in the world of Anglo-American publishing."

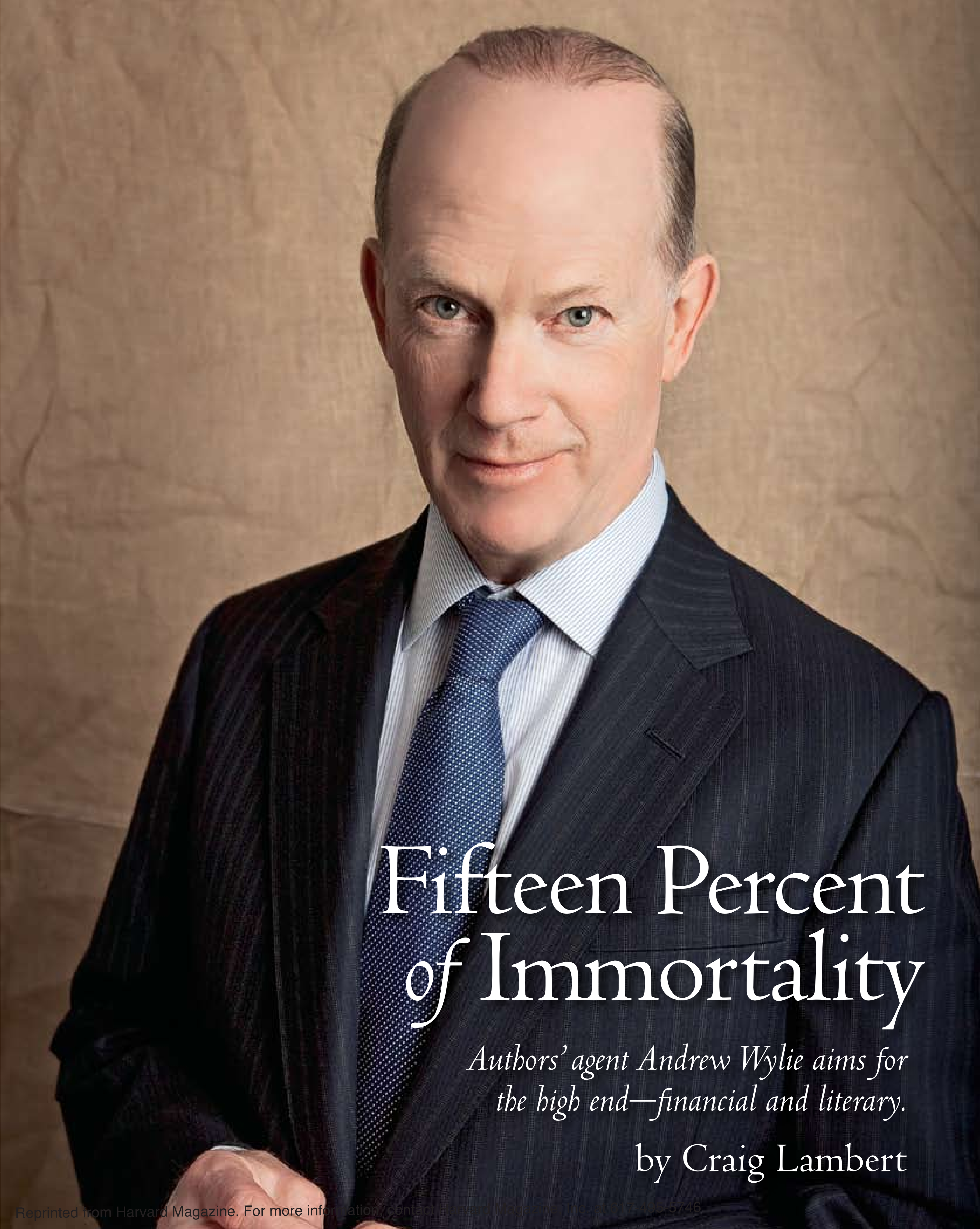
Despite the well-documented travails of the contemporary book business, Wylie remains sanguine about its future, both technological and commercial. He believes that "a combination of online booksellers like Amazon.com and independent bookstores will be the future of bookselling. The chains will go out of business—their model doesn't work. Mall stores evolved into superstores that push new books hard but devote acres of high-rent space to backlist books that sell very slowly. Amazon has one copy of every book available on a revolving belt; they actually have a larger investment per copy in their backlist than the chains do. Independent bookstores will come back because they know their neighborhood and are selling to those local readers."

In his personal reading, Wylie has little use for e-book devices like Kindle, although e-book rights are currently a topic of intense discussion among all publishers and agents. "We spend 96 percent of our time talking about 4 percent of the business," he says (e-books' current share of publishing revenue). "That 4 percent will climb slowly, and I think it will grow first for frontlist," he continues. "I suspect that the trashier the book, the more likely it is to be converted to an e-book. You don't have a desire to save James Patterson in your library. Those who want to keep a book for a long time will buy a physical book."

The music-industry lawyer John Eastman, who represents his brother-in-law Paul McCartney as well as other musicians, has advised the Wylie Agency in discussions with publishers concerning e-book rights. "John saw the destruction of the music business, and didn't miss the meaning," Wylie says. "The music industry did itself in by taking its profitability and allocating it to device holders. Manufacturing and distribution accounted for roughly 30 percent of the music industry's profit. These were conveyed to Apple in the deal for iTunes. But why should someone who makes a machine—the iPod, which is the contemporary equivalent of a jukebox—take all the profit? If the jukebox manufacturers had taken all the profits of all the records played on jukeboxes in the 1950s, we'd have a very different-looking music business. The device holder—Apple—couldn't have *sold* the device without the music that was on it. Instead, why didn't the music industry say to Apple, 'We want 30 percent of your iPod sales?' Or 'How about paying us 100 percent of your music revenues—you keep your device profits, and give us our music profits?' That's not the deal that was made. And that is why the music industry hit the wall."

Wylie's negotiations with publishers on the book industry's version of the iPod, e-books, are currently on hold across the board. He's dissatisfied with the terms publishers have been offering for e-book rights, which were not widely foreseen and are not allocated in most extant book contracts. In fact, Wylie threatens to monetize those unassigned rights by going outside the publishing business entirely: "We will take our 700 clients, see what rights are not allocated to publishers, and establish a company on their behalf to license those e-book rights directly to someone like Google, Amazon.com, or Apple. It would be another business, set up on parallel tracks to the frontlist book business." Such a heretical strategy would likely meet with stiff resistance from publishing houses, which have invested years, even decades, and millions of dollars in establishing their authors as brand names in the marketplace by printing, promoting, and selling their books.

Portraits by Robert Adam Mayer



Fifteen Percent of Immortality

Authors' agent Andrew Wylie aims for the high end—financial and literary.

by Craig Lambert

All book publishing is divided into two parts: frontlist and backlist. Frontlist books are newly published titles; the large publishers generally roll out two crops annually, the "spring" and the "fall" lists, much as fashion houses produce spring and fall collections. Backlist books are previously published titles that are still in print. Traditionally, the way to build a profitable book-publishing business has been to cultivate a strong backlist: the up-front expenses of acquiring, editing, and producing a book have been taken care of, and so all that remains is selling units from inventory at a profit. Yet the frontlist is where the sizzle is, if not the steak. Nearly all the media attention that the book industry receives dwells on new titles or the astonishing advances paid to authors like John Grisham (and non-authors like Larry King or Sarah Palin).

Wylie upends this pattern. Ignoring the frontlist hype, he has sought to make accomplished writers profitable by concentrating on the backlist. "Shakespeare is more important than Danielle Steel in large part because his work is more lasting," he explains. "So you have to negotiate with an eye toward capturing that long-term value."

His agency works to strengthen and maintain the value of authors like Calvino and Bellow, for example, by getting publishers to keep their works in print. It's a multinational effort. Book contracts in the United States typically remain in force as long as the copyright does, but a foreign contract is a license to publish a certain book for a specific length of time, typically seven to 10 years. "So every seven years, Philip Roth has a negotiation in Spain, Italy, France, Germany, and so on," Wylie explains. "And he sells a lot of books there—a Roth book often sells 200,000 to 300,000 copies in France, for example. You multiply that by the 40-odd books he's written and you have quite a negotiation." (Wylie also triggered a mini-renaissance for *New Yorker* icon William Maxwell near the end of the author's life, with a spate of re-issues and consequent reviews of his books. "I don't think his [Wylie's] motives were mercenary at all," says author David Updike '79, a longtime client. "He knew Maxwell was a quality writer whose books deserved to be in the bookstores.")

The power of the backlist proved persuasive to Norman Mailer '43, who was in the market for a new agent after his representative, Scott Meredith, died in 1993. Wylie approached Mailer with a spreadsheet: 12 of Mailer's books had fallen out of print, and his works appeared in 12 languages on average—translating into 144 fallow titles. Say the annual royalties for each approximated $1,000; then their inactivity meant Mailer was sacrificing $144,000 or so per year in royalty income. The careful homework and reasoned argument won Mailer as a long-term client, and the Wylie agency represents Mailer's literary estate today.

"We went after the most important writers in their respective languages," Wylie says, "and we brought to those estates the same discipline of properly assessing the value of the writer's work. What happened was an appreciation in revenue to the Calvino estate of 2,000 percent. More or less the same with [Jorge Luis]

Wylie in his book-lined New York office

Borges. When you make that kind of difference, you recalibrate the priorities of the publishing industry somewhat, so that they place a higher value on work that lasts over time."

When Wylie entered the business, American agents sold overseas rights through a network of sub-agents located in Scandinavia, Italy, Germany, France, and so on. A U.S. agent who had just sold a book to an American publisher would mail its manuscript to each sub-agent and ask them to sell it in his or her territory. "Those sub-agents were flooded with books because they represented a number of American agencies—they had more books than they could read," Wylie says. "They hadn't ever encountered the author, so there was no personal engagement in what they were selling, and so they didn't convey the same enthusiasm. That system didn't work.

"You have to get on a plane and go to Paris and Milan and Munich and Beijing and Tokyo, and get to know the business there as well as you know the business in New York," Wylie continues. "The way you do that is a combination of frequent visits, business meetings, social meetings—lunch and dinner—getting friendly with the people who run these companies, and getting inside the culture of each country. You've got to get on a jet plane every month. It's pretty exhausting." Though the agency has 50 employees, Wylie has done much of that travel himself. He began going to London once a month in 1986 (in 1996 he opened a London office in Bedford Square in a 1775 townhouse with a large garden) and has kept it up ever since, logging a rough total of 1,728,000 air miles to and from England alone.

There are payoffs for the legwork. Philip Roth's revenues, for example, derive roughly 50-50 from the United States and foreign sources. "Many agencies capture the former 50 percent, but they tend to capture only 20 percent of the latter," Wylie says. "We are able to capture that latter 50 percent. So at the start, you're talking about a jump of roughly 30 percent. And there are all sorts of ways to enhance value, country by country. We apply some analysis, and what ordinarily happens is an increase of 300 to 500 percent in revenue." (The agency charges a 15 percent commission domestically today, 20 percent abroad; it was one of the last to work for 10 percent domestically until that proved unsustainable.)

Beyond the results for his authors, Wylie's influence on publishing is controversial. In the pre-Wylie era, for example, an unwritten, gentlemanly rule of agents was that another agent's client was off limits; instead, Wylie applied capitalistic principles that would be routine in nearly any other business. "There aren't many literary agents in New York City who can honestly claim never to have lost a client to Andrew Wylie," wrote Leon Neyfakh '07 in the *New York Observer* this year. (The British press famously dubbed Wylie "The Jackal" in 1995 after Martin Amis deserted his longtime agent, Pat Kavanagh—the wife of Amis's close friend Julian Barnes—for the Wylie agency, which won a reported £500,000 advance for Amis's novel *The Information*.) Wylie's own clients are equally free to leave. "From the beginning, Andrew told me there was no contract, just a handshake," says David Updike. "Either of us was free to terminate the agreement at any time."

While enriching some distinguished authors, Wylie has not always enriched publishers. "Andrew is a friend of mine, and he has a lot of the kind of authors we publish," says Jonathan Galassi '71, president and publisher of Farrar, Straus, and Giroux (see "High Type Culture," November-December 1997, page 38), which probably does more business with Wylie than with any other agency. "We look at the world the same way, in terms of the quality of what we're working with." Still, Galassi believes that "Wylie's strong-arm approach ignores the reality of the publisher's predicament." By pushing hard to keep all the works of major authors in print worldwide, Wylie disregards the fact that "There are too many books that don't have a readership that is constant enough for bookstores to be able to stock them today," Galassi says. "This is what print on demand, online bookstores, and e-books are for." Furthermore, he adds, "Andrew thinks publishers should pay a higher royalty on e-book sales, since we have no printing and distribution costs with them. But publishers often lose money up front and make it up on the back end, if the book sells well. What's important is to figure out an equitable sharing of risks and rewards. The publisher and author need each other; they need to cooperate."

Visit harvardmag.com/extras to hear an excerpt from the interview with Andrew Wylie

The money Wylie lands for writers has to come from somewhere, and there's a strong perception in the industry that he tends to move his authors toward the larger and richer houses. Not necessarily, Wylie says: "The people who care the most about a book offer the most for it. We do a disproportionate amount of business with [Éditions] Gallimard, for example, though they are far from the biggest publisher in France."

Wylie generally represents established writers; the discovery of new novelists and poets often rests with smaller publishers who pay small advances and print only a few thousand copies of a book. Yet these small presses do the legwork of scouting talent, pay for translations if needed, and put heart and soul into cultivating an author's work; large publishing houses and major literary agents need only read the reviews. When a small-press author develops a following, he or she often moves to a bigger publisher with more money, much like major-league baseball stars who leave small-market teams for rich franchises. "We publish people no one has ever heard of," says Barbara Epler '83, editor-in-chief and publisher of New Directions, the small, distinguished literary press founded by James Laughlin '36 (see "Cantos and the Stem Christie," January-February 1995, page 56). New Directions first brought into English translation the work of Wylie clients Roberto Bolaño and W.G. Sebald, for example, who have since become world-renowned authors. "We're like a pearl bed," says Epler, "and you have to keep the oysters alive."

In the house in Sudbury, Massachusetts, where Wylie grew up, surrounded by farmland, the largest room was a library with a fireplace and thousands of books—including, "memorably, three sets of Voltaire—and Voltaire wrote a *lot*," he recalls. "I'd curl up in front of the fire under a blanket and read. There wasn't much talking, only reading. It was relaxing and enjoyable." Wylie has always found the presence of books comforting; he maintains nearly identical libraries in his home on Park Avenue and his place in the Hamptons, to which he and his family decamp for the summer—he runs the agency from its fully equipped office. (Wylie's wife, Camilla, is a serious potter; they have two daughters, Erica, 25, and Alexandra, 16. Nikolas, 39, the son of Wylie's first marriage, works at the agency.)

Conversation among Wylie, his par- *(please turn to page 83)*

JOHN HARVARD'S JOURNAL

COMMENCEMENT 2010

Kennedy School class marshals Asif Chishti, of Lahore, Pakistan, and Katherine Chon, of Salem, New Hampshire, both M.P.A. '10, lead a cheer.


New Ph.D.s and marshals Denise Ho (history), of Laguna Hills, California, Luigi Adamo (biological and biomedical sciences) of Palermo, and Fabiano Romeiro (computer science) of Rio de Janeiro

Spring Spectacle

The weather gods obviously got the memo late. As the University concluded its first year on a new academic calendar, the 359th Commencement arrived a week earlier, in May. You know, *spring*. The rhododendrons at Massachusetts Hall and Loeb House, bracketing Harvard Yard, still in bloom. The kousa dogwoods' white bracts framing the walkway between University Hall's granite and Weld Hall's brick. Locust and yellowwood blossoms wafting down on the Tercentenary Theatre throngs.

But no sooner had the seniors put on

Photographs by Stu Rosner

Celebrating (clockwise from left, top): Patrick Mulvaney of Pforzheimer House and Albany is dressed for the occasion; masters of divinity and marshals Taylor Guthrie, of Louisville, and Marcus McCullough, of Seattle, have won their wings; Eliot House seniors (from left) Michael Ayoub of Cerritos, California, Josef Tofte of Duluth, Sophie Rengarajan of Pasadena, Dana Brimmer of Spokane, Visali Ramanathan of Lexington, Massachusetts, Eddy Palacios of Hawthorne, California, Jeanne Dang of Los Angeles, and Laurel Gabard-Durman of Ithaca, New York; Kelsi Chan, of Mather House and Honolulu; and Martabel Wasserman, of Chepachet, Rhode Island, admiring the beach-ready mortarboard of fellow Dudley House Co-op resident Cora Currier, of The Plains, Virginia.

their gowns for the Tuesday Baccalaureate exercises in Memorial Church than the thermometer jumped to a near-record 90 degrees. Concluding the prayers of the day, Bernard Steinberg, president of Harvard Hillel, prefaced himself to address the Reverend Peter J. Gomes: "I implore you to put some air-conditioning into this holy space. And to President Faust, I implore you to fund it." (One of them was amused. For an excerpt from Faust's address, see page 52.)

Wednesday was 92 degrees, one shy of the Depression-era record. During Class Day, lines formed at water stations in the Yard. People played musical chairs, moving as the sun shifted while the ceremony wore on. Perhaps they had other motives, but a senior's mother and sister, down from Toronto, *said* they had to make an emergency run to Filene's Basement for cooler clothes.

Then, somehow, the meteorological message got through. Shortly after the honorands and guests dispersed from the Wednesday evening banquet in Annenberg Hall, a thunderstorm ripped through. It was sufficient to deliver a 70-degree, sun-and-clouds Thursday morning: perfect backlighting for crimson banners and celebrants' funny hats and props. Whatever kinks may have attended the new academic schedule, the Happy Observance of Commencement Committee had ironed them out. Spring indeed.

The serious theme of the week was public service. President Faust wove that thread throughout her Baccalaureate, and made it the subject of her Commencement Day text. She ended the former by quoting a 1966 address Robert F. Kennedy '48 gave in Cape Town ("…we live in interesting times. They are times of danger and uncertainty; but they are also more open to the creative energy of men than any other time in history")—thereby tying together a year that had included her own visit to Soweto last November.

The Class Day speaker, CNN journalist Christiane Amanpour, also quoted RFK (as did Harvard College dean Evelynn Hammonds). Speaking from experience, she told the soon-to-be-graduates about being a young woman in Iran when "revolution rumbled across my country." It "forced me

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Photographs by Jim Harrison

to suddenly become an adult in a turbulent world, after a calm and privileged childhood," she said. No matter what career they choose, Amanpour urged the seniors to travel, to learn from other cultures, and to share their own values with others.

She noted how then-Secretary of State George Marshall, announcing the Marshall Plan during his 1947 Commencement speech at Harvard, declared, "[T]he people of this country are distant from the troubled areas of the earth and it is hard for them to comprehend…." That, she said, "is precisely the same today." She challenged the class of 2010 to live life "fully informed, fully aware, and fully on board."

The students apparently lean that way. The *Crimson's* senior survey revealed that 17 percent of respondents chose public service as their "dream" job; another 14 percent chose the arts. But, facing facts, only about 15 percent of the class indicated they will be working in those fields.

A few hours earlier, during the Reserve Officers' Training Corps commissioning ceremony, Paul G. Kirk Jr. '60, LL.B. '64 (once an Army ROTC cadet himself), told the dozen cadets and midshipmen that in accepting the challenges imposed by their demanding extracurricular choice, they had already demonstrated leadership. They were first in their class to answer "a fundamental question: not 'What shall I do with my Harvard degree?' but 'Once I've received a Harvard education, what shall I do as a citizen?'" (Kirk recently completed *his* latest tour of duty as a public servant: filling the U.S. Senate seat of the late Edward M. Kennedy '54, LL.D. '08, on an interim basis.)

At the honorands' dinner, Faust noted of Freeman A. Hrabowski III—a national leader in promoting minority students' success in math and science—that he took part at age 12 in the children's march for civil rights in Birmingham, Alabama, in 1963, and was arrested. And introducing the week's most prominent public-service guest, Faust cited the Honorable David H. Souter '61, LL.B. '66, "for advancing, with independence and empathy," what Daniel Webster called "the great interest of man on earth"—justice. (Her source, replete with Supreme Court and Harvard ties, was the funeral oration for Justice Joseph Story, A.B. 1798—also an Overseer, a Corporation member, and a Law School professor.)

Commencements principally celebrate the young. But experience and wisdom (okay, *age*) are also served at the Harvard festivities, which include the principal reunions and, of course, the honorands themselves (note all the 1950s and '60s Harvard *advanced* degrees; see below).

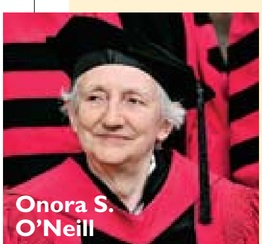
The classes that graduated in 1960 abound with people whose lives shaped generations: Robert E. Rubin '60, LL.D. '01, former U.S. Treasury Secretary and Goldman Sachs and Citigroup executive, a member of the Harvard Corporation; the Honorable Antonin G. Scalia, LL.B. '60, of the Supreme Court; former U.S. Senator Elizabeth Dole, M.A.T. '60, J.D. '65; and so on. In academia, consider the vigorous longevity of Charles Maier '60, Ph.D. '67, and Pauline Rubbelke Maier '60, Ph.D. '68, professors of European and American history, at Harvard and MIT, respectively. Or the Energizer Bunny of University administrators, John P. Reardon Jr. '60 (universally, "Jack"), the deeply engaged executive director of the Harvard Alumni Association.

But the passage of time was palpable. After those quotes from Robert Kennedy, Faust's Commencement afternoon reference to President John F. Kennedy '40, LL.D. '56, only heightened the effect—as did the presence of his daughter, Caroline Kennedy '80, and her husband, Edwin Schlossberg, attending the graduation of daughter Rose '10.

Even the class of 1985's

Honoris Causa

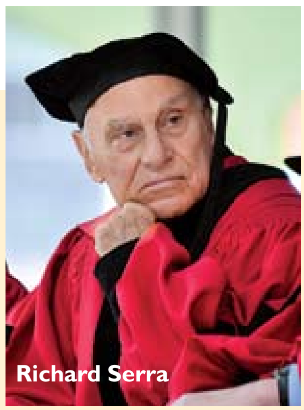
Six men and four women received honorary degrees at Commencement. Provost Steven E. Hyman introduced the honorands, and President Drew Faust read the citations, in the order below.



Onora S. O'Neill

Onora S. O'Neill, Ph.D. '69. A life peer in the British House of Lords, past president of the British Academy, professor of philosophy at the University of Cambridge, she is a leading figure in bioethics. Doctor of Laws: *Adroit in the public use of reason, acute in thinking beyond borders, she deftly expounds the bounds of justice and casts fresh light on the question of trust.*

Richard Serra. The son of a pipefitter and a former steel-mill worker himself, the sculptor is internationally known for his immense, site-specific works made of curved walls or heavy slabs of steel. Doctor of Arts: *A formidable man of steel, whose sublime creations unsettle and allure, he has knocked sculpture off its pedestal and forged a new interplay of viewer and viewed.*

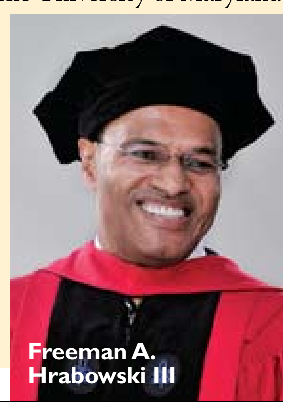


Richard Serra

Thomas R. Cech. Co-winner of the Nobel Prize in Chemistry, for his discovery that RNA can catalyze reactions in cells, he has long been based at the University of Colorado and recently directed the Howard Hughes Medical Institute. Doctor of Science: *Boulder's boldest investigator, Hughes's generative guide, a master biochemist whose discovery of ribozymes has deepened our appreciation for the splice of life.*

Renée C . Fox, Ph.D. '54. The Annenberg professor emerita of the social sciences at the University of Pennsylvania has pioneered explorations of the sociology of medical practice and biomedical research. Doctor of Laws. *Exemplary expositor of medicine's moral conundrums, she reveals the pulsating reality of human relations in the quest of physicians to do good and no harm.*

Freeman A. Hrabowski III. President since 1992 of the University of Maryland, Baltimore County, he has galvanized efforts to attract minorities into math and science. Doctor of Laws: *Galvanic force in*



Freeman A. Hrabowski III

secretary and twenty-fifth anniversary report chair, Mary K. Warren, couldn't help observing time fly. "Remember when there were such things as carbon paper, rotary phones, typewriters, busy signals, three networks, telegrams...?" she wrote. "In the 1980s, it was 'Morning in America'...and People Express charged $29 to fly us from Boston to New York."

One change that *was* under way in 1985—less so in 1960—was much in evidence during the week: the advance of feminism.

Phi Beta Kappa Orator Natalie Zemon Davis, A.M. '50, LL.D. '96, a leader in the creation of women's history, deftly probed that learned society's fumbling engagement with women in the late nineteenth and early twentieth centuries, when there was much debate over "widening the circle of scholarly excellence" to include both genders. She then recounted the birth of the history of women in the late 1960s and early 1970s—in her immediate experience, through friendship and joint study with Jill Ker Conway, Ph.D. '69 (who later became Smith College's first woman president).

At the Radcliffe Institute for Advanced Study, a Friday morning panel on "Feminism: Then and Now" found journalist and author Susan Faludi '81, RF '09, lamenting that the attitude of young women today might be aptly described as "feminism now and then." She said, "Feminism's progress is too often a spasmodic stop-and-start affair, with great bursts of mobilization followed by long periods of quiescence and partial amnesia." Though she doesn't oppose cheering the gains women have made, Faludi said, "all of this celebration should not obscure how far women still have to go."


JENNIFER BEAUMONT

In a peppery speech that afternoon, Radcliffe Medalist Gloria Steinem, cofounder of *Ms.* magazine and the National Women's Political Caucus, declared herself a "hopeaholic." Offering a "Top 10" list that meshed nicely with the commemoration of the institute's first decade, she observed, "Don't ever believe that men can't change" (Number 10). She cited the notion that once prevailed: only women possessed the fine-motor skills to type. "Suddenly computers appeared and voilà! Men could type!" Number 6 was: "Nothing much is going to change until men are raising children as much as women are," with its corollary, "Women won't be equal outside the home until men are equal inside the home."

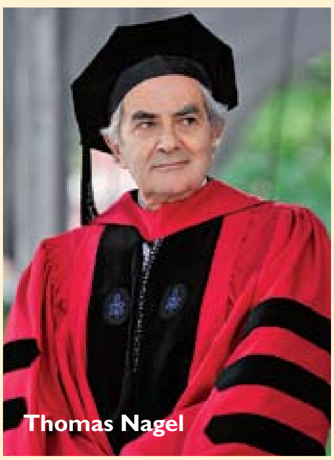
Steinem concluded by challenging Radcliffe's fellows to be "the source of transformative thought" on initiatives that could shake up the world, in realms from economics and law to religion and politics. She declared that Radcliffe might one day even render "all the other so-called 'tubs' of Harvard—the Business School, the Law School, the Divinity School—a little boring. Why? Because you'll be dealing with causes, and all the rest will be dealing with effects."

It was the courtly Justice Souter, speaking the prior afternoon, who captured the changes entrained from his College years to the class of 2010, and the good that had resulted. Beginning his address after introductions by Alumni Association president Teresita Alvarez-Bjelland '76, M.B.A. '79, and Harvard president Faust, he said, "Thank you more than I can say. Madam President...Madam President—it's becoming habitual."

his university's ascent, spurring success against the odds, a leader whose wellspring of energy and insight has plenished pools of talent in science and beyond.

Susan L. Lindquist, Ph.D. '77. The former director of the Whitehead Institute for Biomedical Research and a professor of biology at MIT, she is a leading investigator of protein folding. Doctor of Science: *Ingenious in illumining molecular marvels, intent on alleviating degenerative diseases, she unfolds nature's secrets by unveiling the origami of life.*

Thomas Nagel, Ph.D. '63. A University Professor at NYU, the philosopher is an influential critic of reductionist thinking who has explored the essential tension between the objective and the subjective. Doctor of Laws: *Ranging wide across realms of philosophy, delving deep into consciousness and ethics, a perspicacious reader of other minds who helps us understand what we may never understand.*


Thomas Nagel

David G. Nathan '51, M.D. '55. The former physician-in-chief at Children's Hospital and president of Dana-Farber Cancer Institute has advanced understanding of blood disorders and mentored generations of physicians and researchers. Doctor of Science: *Wise in the ways of blood, compassionate in the care of children, savvy in the guidance of individuals and institutions, devoted to preserving the finest traditions of his calling.*

Meryl Streep. The most-nominated actor in the history of the Academy Awards and the Golden Globes, she has inhabited an astonishing variety of unforgettable roles. Doctor of Arts: *From Sophie to Silkwood, Miss Julie to Julia Child, an actress of luminous intensity and infinite variety whose transcendent performances richly merit this academy's award.*


Meryl Streep

The Honorable David H. Souter '61, LL.B. '66. The recently retired associate justice of the U.S. Supreme Court, recognized by President Barack Obama, J.D. '91, for his "integrity, equanimity, and compassion." Doctor of Laws: *Even-handed, even-tempered, ever attentive to the facts of the case, a model of modesty and moderation in society's service, whose independent spirit and intellectual rigor have balanced the scales of justice.*

Photographs by Stu Rosner

"What makes learning possible"

President Drew Faust addressed the graduating seniors on Tuesday afternoon at the Baccalaureate service. Her topic, "Living an Unscripted Life," was timely and perhaps even, in this early passage, autobiographical, given the challenging world circumstances early in her administration.

President Drew Faust

[T]HE INTRODUCTION to the Report on Gen[eral] Ed[ucation] tells you that, and I'm quoting, "the aim of a liberal education is…to disorient" and then "reorient" young people, to expose them to "phenomena"—and I quote again—"that exceed their, and even our own, capacity fully to understand." We seem to have done an exceptional job at this, with a little more outside help than anyone anticipated.

So, what can we take from this heavy dose of disorientation? How has it provided you with a unique and invaluable set of lessons and educational experiences? What might we have learned from these extraordinary recent years that can serve us in times of calm or crisis? What have we learned that is too important to forget?…

[One thing is] humility. In case we didn't know it before, we have been forcefully reminded that we cannot control or even predict the future or what it will require from us.

Now a place with the word "veritas" emblazoned across the doors may not bring the word "humility" immediately to mind.…But this past year was humbling for all of us. And humility can be a very effective tonic. Humility, in fact, is what makes learning possible—the sense of ignorance fueling the desire to overcome it.

The unforeseen events of the past two years have forced us to imagine the world differently; they have demanded that we adapt, and throw away the script we thought we were following. And they have reminded us once again of the value of the liberal arts, which are designed to prepare us for life without a script—for a life with any script. Since you cannot know what you need to be ready for, we have tried to get you ready for anything.

D.A. Powell

JIM HARRISON

COMPLETE COMMENCEMENT COVERAGE

AUDIO and video recordings and texts of the principal speeches, news reports on University and many school events (including Business School Class Day speaker **Sir Ronald Cohen,** M.B.A. '69; the Design School's **Denise Scott Brown**; Mexico's president **Felipe Calderón,** M.P.A. '00, at the Kennedy School; and the Law School's **Samantha Power,** J.D. '99), and expanded photo galleries are available at **harvardmagazine.com/commencement**. Phi Beta Kappa poet **D.A. Powell,** shown here, read a new work, "Panic in the Year Zero," at the Tuesday morning literary exercises.

"Tend to public good"

In her Commencement afternoon address, President Faust donned her historian's hat to put the University's interest in public service in context. She began by introducing herself as the "warm-up act" to the next speaker, himself recently retired from a career of public service.

I INTEND TO…explor[e] with you for the next few minutes a set of long-held values and commitments to which we at Harvard have devoted particular attention this year. These commitments are in fact those that Justice Souter's life and accomplishments exemplify.…I speak, of course, of Harvard's long tradition of public service, going back to our seventeenth-century roots.

The University's founders described the arc of education as one that moves from self-development to public action. John Cotton, a prominent figure in Harvard's founding, wrote, "God would have [a man's] best gifts improved to the best advantage." But the student, he continued, would also "see that his calling should tend to public good."

This prescription, articulated nearly four centuries ago, captures with remarkable fidelity a fundamental purpose of the modern research university, the development of talent in service of a better world. This commitment is at the heart of all we do—and at the heart of what we celebrate today as we mark the passage of more than 6,000 graduates from our precincts into wider realms of challenge and achievement. We have equipped them, we trust, with the abilities, in the words of Charles William Eliot, to go forth "to serve better thy country and thy kind." We hope that we have equipped them as well with the capacity to lead fulfilled, meaningful, and successful lives.

Yet not infrequently, these missions of private accomplishment and public duty have been seen in tension. Phillips Brooks,

Photograph by Stu Rosner

Commencement Confetti

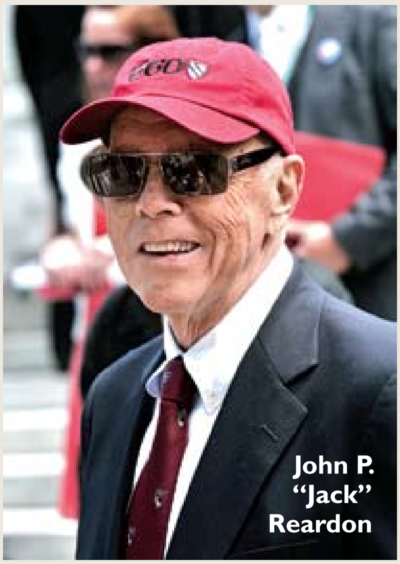
Notes and statistics, vital and otherwise

WHAT LIES BENEATH. Teammates to the last, the graduating members of the women's crew peeled back their gowns to reveal that even on their Commencement morning, they were ready to rock 'n row. From left to right: Ariel Delgado, Alex Kuschner, Jennie Peterson, Eleanor Conover, Molly Tarrant, Amanda Deutsch, Christine Baugh, Michaela Pewarski, and Laura Huppert.

JENNIFER BEAUMONT

CLASSY CLASS HONORAND

John P. "Jack" Reardon, executive director of the Harvard Alumni Association since 1990 (and earlier, in a Harvard career that began in 1965, director of undergraduate admissions and director of athletics), is celebrating his fiftieth reunion. Classmates thought he deserved something special for his efforts on behalf of all Harvard alumni. The class committee decided to commission a formal portrait. When they sprang the surprise on Reardon at a formal class gathering on Monday afternoon, they of course had no painting to give him, but they did present him, to great applause, with its dedicatory plaque.



John P. "Jack" Reardon

STU ROSNER

HOME COOKING

More than any Commencement speaker in recent memory, the Honorable **David H. Souter** '61, LL.B. '66, has, and appears to cherish, deep ties to his alma mater. Offering a toast at the honorands' banquet Wednesday night in Annenberg Hall, he said, "I can't be in this room without thinking of many other times I was here"—for freshman registration, general examinations, and even to donate blood. But, he said, "This one is the best." During the conferral of Souter's honorary degree on Thursday morning, Provost Steven E. Hyman noted, "He wrote his senior thesis on Justice Oliver Wendell Holmes—and graduated in 1961, 100 years after Holmes," and that upon returning to the Law School following his Rhodes Scholarship, "He lived steps from here, as a freshman proctor in Straus Hall." Souter in fact remains an adviser: he is a member of Lowell House's Senior Common Room; and pre-law tutors there have in the past organized undergraduate trips to Washington, D.C., to meet with the justice. Souter's faculty escorts for Commencement day were Bemis professor of law **Noah Feldman** and assistant professor of law **Jeannie Suk** (see page 9), both of whom clerked for him. Finally, Souter had a private viewing of the Harvard Charter—signed by an ancestor.

SENIOR SINGER

Professor of mathematics **Noam D. Elkies** sang in the Commencement Choir—the only faculty member among the student choristers. He reports that except for one year when he had to be out of town, he has sung in the Choir every year since he arrived as a graduate student in 1985, including the year he received his doctorate, 1987. "Even at approximately 25 years," Elkies says, "I'm not near the longevity record, which is surely held by Dr. **Bernard ('Bernie') Kreger** ['59, M.P.H. '70]."

EXTRAORDINARY ESCORTS

The faculty members who accompany the honorands throughout Commencement are unheralded, but their connections to the guests of the day are often finely calibrated and of long standing (see Justice Souter's, above). **David G. Nathan** was escorted by a Harvard president emeritus; noted Provost Steven E. Hyman, among his achievements, Nathan is "perhaps proudest of all to claim—at least by his account—a winning record in his lifetime series of tennis matches against his fearsome opponent and friend: **Derek Bok**." And pioneering sociologist of medicine **Renée C. Fox** was escorted by her longtime University of Pennsylvania colleague, now Harvard's Monrad professor of the social sciences, **Charles Rosenberg**, an historian of science whose most recent book concerns conceptions of health and illness

Renée C. Fox

STU ROSNER

Friendly tennis rivals Nathan and Bok

JIM HARRISON

JONATHAN FERREY/GETTY IMAGES

FAST FINISH. Commencement wasn't even the biggest stage in actress Ashley Judd's week. After picking up her mid-career master in public administration degree from the Harvard Kennedy School during the Thursday exercises, she was on hand as her husband, Dario Franchitti, won the Indianapolis 500 (for the second time) on Sunday, May 30.

(see "Postmodern Medicine," March-April 2008, page 24). His presence on the Commencement platform made for something of a family affair: Rosenberg is President Drew Faust's husband.

SCAN THIS!
The *Harvard Gazette*, in a spruced-up but less-frequent format this year, included a **QR bar code** for smartphone-equipped Commencement-goers to scan. The digitally addicted were thus equipped to receive news updates throughout the day on their mobile devices of choice.

IS THERE A LAWYER IN THE HOUSE?
In the midst of the Law School Class Day ceremonies, a loud metallic boom was heard behind the audience of budding attorneys. Virtually everyone turned, craning their necks to see what had happened. A large tree limb (big enough to qualify as a "widowmaker") had fallen from one of the majestic oaks shading Holmes Field onto the hood of a red SUV parked just behind the audience. Quipped one observer, "I hope that tree has a good lawyer." Despite the brainpower present, there was no resolution to the age-old problem of a tree falling in a forest and no barrister hearing it.

STU ROSNER

SECURITAS
Harvard had a new company, with an especially suitable Latinate name, providing private security for the day's events. Securitas AB, founded in Sweden in 1934, now has operations in 40 countries.

PEAK PROFESSORS AND PUPIL
Among the prizes conferred for excellent teaching, one of the choicest results from nominations by students elected to Phi Beta Kappa, the College's academic elite. This year's winners were all senior faculty members: **Lawrence Buell**, Cabot professor of American literature; **Benjamin Friedman**, Maier professor of political economy; and **Richard Tarrant**, Pope professor of the Latin language and literature. Separately, the Radcliffe Institute awarded its Fay Prize (given annually to the College senior who produces the most outstanding imaginative work or original research) to **Diana C. Wise '10**, a history and literature concentrator, for her thesis on eighteenth-century English courtier John, Lord Hervey.

BY THE NUMBERS
The University awarded 7,125 degrees and 89 certificates this year: 1,673 from the College, 864 from the Graduate School of Arts and Sciences (including 484 Ph.D.s), 907 from the Business School, 761 from the Law School, 703 from the Extension School (in its centennial year), and 685 from the School of Education, among the units with the largest enrollments.

HARVARD HISTORY, REVISED
The chief marshal for the day, elected by his twenty-fifth-reunion classmates, was **Kevin Jennings '85**, founder of the Gay, Lesbian, and Straight Education Network, and now assistant deputy secretary of education. At the chief marshal's luncheon spread on Commencement day, Jennings said, " Speaking for a moment as an historian like Drew Faust, I want to think about the people who…are not here today. The Native Americans on whose land we built our University. The women who for 300 years were not enrolled here. The Jews who were excluded with quotas…and of course gay men like myself who were purged from the University in the 1920s.But my toast ultimately is to the motto of Harvard, *Veritas*…because in the end…the truth will set you free."

COURTESY OF JOHN MONAHAN

HONORING A COMRADE. Four police officers from Suffolk County, Long Island—Robert Cozine, James Dee, Brendan Gayer, and John Monahan—worked the night shift and then set off for Cambridge at 4 A.M. in full dress uniform. They came to stand in for their friend and fellow officer John Baldwin, who died on May 7, and cheer for his daughter, Erin Baldwin, who was about to receive a master's in education. "I have to tell you that the staff and people of Harvard could not have been more gracious to us," Monahan said. "It was an amazing experience and an honor to be there for our friend's daughter. John Baldwin would have been so proud." From left to right: Monahan, Dee, Baldwin, M.Ed. '10, Cozine, and Gayer.

for whom the Phillips Brooks House for social service is named (and this is a place where Justice Souter spent time as an undergraduate), once remarked, "We debate whether self culture or our brethren's service is the true purpose of our life." But, he determined, the two must coexist, in a creative balance in which we develop our talents in order to share them. Brooks concluded that while, as he put it, "No man can come to his best by selfishness… no man can do much for other men who is not much himself."

In the mid twentieth century, John F. Kennedy worried about the potential conflict between "the public interest and private comfort."…Yesterday, I attended the commissioning of ROTC cadets who are likely to find themselves soon serving the public interest in the considerable discomfort and danger of the war zones of Afghanistan and Iraq.

For these students, however, service represents not sacrifice, but the most important form of fulfillment—in which one's talents can be harnessed for purposes transcending one's own individual life. A.J. Garcia, who worked in the president's office during much of his undergraduate career, is now with Teach for America in the Rio Grande Valley of Texas. He reports, "It is possibly the hardest thing I've ever had to do in my life, but by far the most rewarding. At the end of every day, I might leave work mentally, emotionally, and physically exhausted, but it is the best type of exhaustion and…well worth the impact of closing the achievement gap one child at a time."

…But universities, their faculty, and their students play another important role in contributing to the public good. And that is through engaging those remarkable minds in discovering solutions to those biggest problems—solutions that will close the achievement gap—so we don't have to address it one child at a time, solutions that will help deliver health care, address climate change, resolve ethnic conflict, and advance post-disaster recovery.

I would like to imagine that whatever career our graduates pursue, whether in the private or the public realm, they will choose to make service an ongoing commitment.

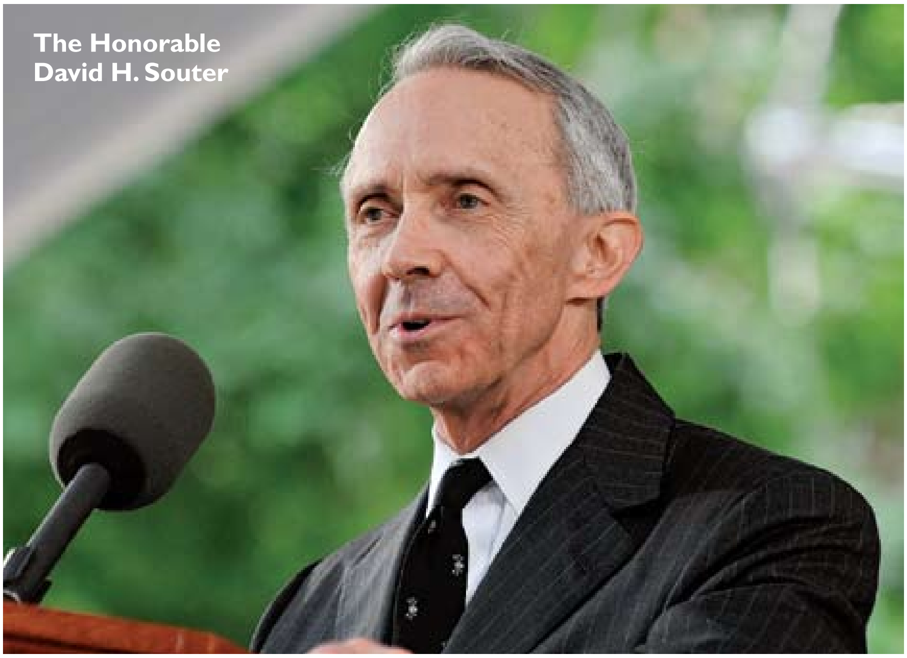
We as a university live under the protections of the public trust. It is our obligation to nurture and educate talent to serve that trust—creating the people and the ideas that can change the world….Now, as Cotton did nearly four centuries ago, we charge you, in your varied fields and callings, to, in Cotton's words, "tend to public good." We and the world need you.

Keeping "promises the Nation has made"

The guest speaker for the afternoon exercises, the Honorable David H. Souter, retired associate justice of the Supreme Court, used the occasion—an interested audience; the nearing end of the court's term and its annual flurry of opinions; the pending hearings on the nomination of Elena Kagan, Law School dean emerita, as the successor to Justice John Paul Stevens; and his own recent freedom from the constraints of office—to lead a conversation about constitutional interpretation.

Souter challenged the notion that judges were charged simply with the task of applying a "fair reading" of the Constitution and of the facts of any given case to arrive at a decision (the argument often called "originalism" or "strict constructionism," as opposed to presumed "judicial activism"). In the Pentagon Papers *case, he said, the plain language of the First Amendment (Congress shall "make no law" limiting speech) conflicted with constitutional mandates to secure the country—and although publication was not further enjoined, the principles of vigorous action to protect the nation were reinforced. Similarly, he said, the facts in* Plessy v. Ferguson *(1896) and in* Brown v. Board of Education, *six decades later, were not so dissimilar (the one involving passenger railroad cars, the other schools). But in the first case, "separate but equal" facilities were upheld, as a vast improvement compared to the horrors of slavery, still in recent memory; in the second, they were ruled illegal, in light of the newer fact of constitutionally repugnant, manifestly unequal segregation.*

Souter concluded by applying his argument to the broader task of reconciling an untidy world with human longings through reason.


The Honorable David H. Souter

THE FAIR READING MODEL fails to account for what the Constitution actually says and fails just as badly to understand what judges have no choice but to do. The Constitution is a pantheon of values, and a lot of hard cases are hard because the Constitution gives no simple rule of decision for the cases in which one of the values is truly at odds with another. Not even its most uncompromising and unconditional language can resolve the potential tension of one provision with another, tension the Constitution's Framers left to be resolved another day; and another day after that, for our cases can give no answers that fit all conflicts, and no resolutions immune to rethinking when the significance of old facts may have changed in the changing world. These are reasons enough to show how egregiously it misses the point to think of judges in constitutional cases as just sitting there reading constitutional phrases fairly and looking at reported facts objectively to produce their judgments.

The fair reading model has all that to answer for, but more than just that. For

Photograph by Stu Rosner

the tensions that are the stuff of judging in so many hard constitutional cases are, after all, the products of our aspirations to value liberty, as well as order, and fairness and equality, as well as liberty. And the very opportunity for conflict between the good and the good reflects our confidence that a way may be found to resolve it when a conflict arises. That is why the simplistic view of the Constitution devalues those aspirations, and attacks that confidence, and diminishes us. It is a model of judging that means to discourage our tenacity (our sometimes reluctant tenacity) to keep the constitutional promises the Nation has made.

So, it is tempting to dismiss the critical rhetoric of law making and activism as simply a rejection of at least some of the hopes we profess to share as the American people. But there is one thing more. I have to believe that something deeper is involved, and that behind most dreams of a simpler Constitution lies a basic human hunger for the certainty and control that the fair reading model seems to promise. And who has not felt that same hunger? Is there any one of us who has not lived through moments, if not years, of longing for a world without ambiguity, and for the stability of something unchangeable in human institutions? I don't forget my own longings which heartily resisted the pronouncement of Justice Holmes, which I read as an undergraduate, that certainty generally is illusion and repose is not our destiny.

Laugh Lines

In the best unscripted moment of the Phi Beta Kappa Literary Exercises, chapter president Ann Blair, Lea professor of history, inadvertently proceeded directly from her introduction to the recognition of outstanding teachers, temporarily skipping over the invocation. When he was subsequently recognized, the Reverend Peter J. Gomes, Plummer professor of Christian morals and Pusey minister in the Memorial Church, quipped:

"It's never too late for prayer."

Addressing the seniors, President Faust touched on the financial crisis and a resulting budget cut that pained students—or at least those who don't habitually sleep late. Her Baccalaureate address, she said, was

A last moment of reflection when my wisdom and your wits are supposed to send you shooting off into the future with confidence and purpose and, at long last, a new world of opportunities for hot breakfast.

The same sense of loss carried over into the 2010 Class Ode, sung a cappella during Class Day exercises. The second verse, composed by Caitlin L. Lewarch and Bradley E. Oppenheimer, and inspired by Samuel Gilman's "Fair Harvard":

Now as seniors, we look back upon our four years,
With all of their highs and their lows.
We welcomed Drew Faust, though hot breakfast was lost,
And we beat Yale three years in a row.
Now, into the world! Or at least to grad school!
We have conquered theses and swine flu.
And so onward we march, Class of 2010,
And fair Harvard, we bid you adieu!

In "Elevator Safety and Immortality," Class Day Ivy Orator Alexandra Petri '10, co-writer of the past two Hasty Pudding Theatricals and a writer for On Harvard Time, *advised her classmates:*

I know what you're all thinking right now. Yup, "Elevator safety is very important."

It is! You have a Harvard education now, and it would be a shame if you were to suffer some sort of accident.

I'm sorry, that may have sounded more threatening than I meant it to sound.

Ever diligent, Petri researched the problem:

To learn more about how to stay safe while waiting [in a stuck elevator], I called the New England Fire Marshal. "Hello," I said. "I'm a *Harvard* student. I go to *Harvard*, a small institution that we like to call *Harvard*, and I took a moment from polishing this marble bust of myself…to wonder about safety—" This is when he hung up, but in the silence before he put the phone down I could hear him respecting me.

Alexandra Petri

She then suggested how to prolong one's stay:

If you are a king and someone named Macbeth asks you to come and have what he describes as a "fun sleepover," you can refuse. If you discover that you are actually a giant blimp named The Hindenberg, you can stay on the ground! If you have a "friend" named Judas and he suddenly seems to have more silver than usual, you can get out of there!

But if all else fails, she had a strategy for attaining a sort of enduring fame:

So maybe we should reconcile ourselves to the fact that we are eventually going to keel over….Maybe, instead of just wandering around in constant terror of stuck elevators, we should go out and try to win immortality the hard way, by doing something that will keep our names alive. This is great for our names and less good for us, but it's better than languishing in obscurity—which, incidentally, is the career goal that OCS [the Office of Career Services] recommended for me.

And there are lots of good ways to keep your name alive. You can name a chain after yourself, the way McDonald and Arby and Lady Footlocker did.

Faust also made a glancing Baccalaureate reference to Adam Wheeler, the former student whose allegedly fraudulent application materials, plagiarism, and other transgressions sparked national discussion at the end of the academic year—and resulted in a 20-count indictment:

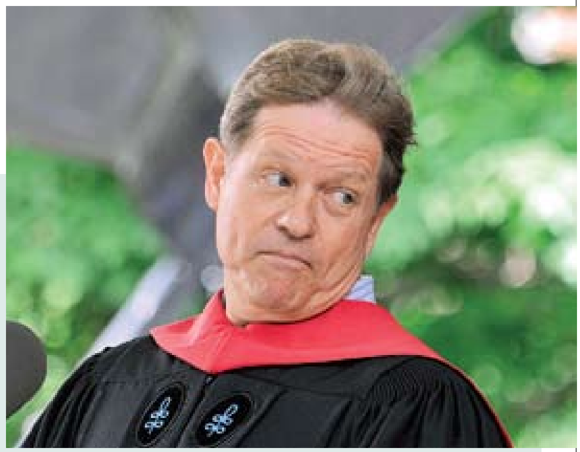
Your accomplishments were legion—or at least you said they were. We're still working overtime to double-check all your claims before Thursday.

In "Cor Harvardianum, Cor Nostrum" *(The Heart of Harvard, Our Heart), Latin Salu-*

Photographs by Stu Rosner

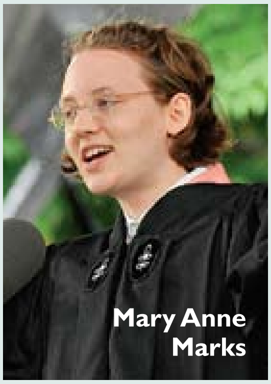
But I have come to understand that he was right, and by the same token I understand that I differ from the critics I've described not merely in seeing the patent wisdom of the *Brown* decision, or in espousing the rule excluding unlawfully seized evidence, or in understanding the scope of habeas corpus. Where I suspect we differ most fundamentally is in my belief that in an indeterminate world I cannot control it is possible to live fully in the trust that a way will be found leading through the uncertain future. And to me, the future of the Constitution as the Framers wrote it can be staked only upon that same trust. If we cannot share every intellectual assumption that formed the minds of those who framed the charter, we can still address the constitutional uncertainties the way they must have envisioned, by relying on reason that respects the words the Framers wrote, by facing facts, and by seeking to understand their meaning for the living.

That is how a judge lives in a state of trust, and I know of no other way to make good on the aspirations that tell us who we are, and who we mean to be, as the people of the United States.



Jimmy Tingle

tatorian Mary Anne Marks '10 managed to shape the ancient language to modern uses, thus:



Mary Anne Marks

"…professores qui litteris electronicis longioribus ad quaestiones respondebant…" (professors who responded to questions with lengthy e-mails).

Graduate English Orator Jimmy Tingle, a Cambridge-born comedian who came to the Kennedy School to earn his M.P.A., sent up the conceits of elite education, town-gown relations, Wall Street, and globalization. Excerpts from his talk:

I started here in Boston in early 1980s and actually did street performing in Harvard Square and have traveled all over the world performing stand-up comedy. I don't want to brag but three years ago I performed Europe, I'd just like to say, excellent country. What's nice about being here today is that you actually get that joke.

~

By the time I was in the eighth grade our whole neighborhood had their eyes set on Harvard, not for scholarships, but because it was an excellent place to steal bicycles.

I remember some 40 years ago, running through this very Yard, being chased by Harvard students, the Harvard faculty, and the Harvard police department.

Other college campuses during the 1960s were bitterly divided between the students and the administration over civil rights and the war in Vietnam, but here at Harvard my friends and I were able to unite the students, faculty, and law enforcement….

I just want to say to the alumni gathered here today on behalf of myself and all of the other misguided youth of Greater Boston, who may have unjustifiably taken your bicycles, we're sorry….

I am so glad I did not get away with the petty crimes of my youth, for had my dishonest behavior been rewarded I may not be with you here today. My life may have taken a different turn, and I could have ended up on Wall Street.

~

We all have faced challenges getting here and more academic challenges once classes started. My biggest academic challenge was the "quantitative mathematics requirement" for graduation. Unfortunately I had to take "Statistics."

Fortunately we had a great and dedicated teacher, Deborah Hughes Hallett. She was kind enough to arrange "extra-help" sessions for students who were struggling with the material. I went to every single extra-help session offered to our class. It was usually a very familiar scenario, me and nine students from other countries. Countries often in deep conflict with one another—India and Pakistan, Turkey and Greece, Israelis and Palestinians, all of us helping one another, all of us learning from one another, all of us supporting one another. And I say this as a native Bostonian, all of us with English as a second language.

Not actually reporting from Commencement, but perhaps present in spirit, Patricia Marx '75, the New Yorker's *On and Off the Avenue correspondent (see "Not Groucho [But Way Funny]," March-April 2008, page 28), captured the aspirations and anxieties of the season in her Harvard-savvy graduation-gift column in the May 31 issue:*

I'm not saying that a degree in Folklore and Mythology won't help your daughter land a job, but a gift certificate for a useful vocational course makes a handy present. The Natural Gourmet Institute offers one-night classes in Extra-Luscious Vegan Cupcakery (48 West 21st Street, second floor; $110). The International Center of Photography will teach her video skills in 10 weeks (1114 Sixth Avenue, at 43rd street; $890). Does she aspire to be "authentic, confident, and vibrant"? The New York Reality TV School holds workshops for television hopefuls (212-332-0878; $179).

The Corporation's Crimson Newcomer

Even before July 1, when William F. Lee '72 succeeded James R. Houghton '58, M.B.A. '62, as a member of the President and Fellows of Harvard College (the seven-member Corporation, the University's senior governing board), he was a man of many Harvard parts: alumnus; Overseer from 2002 through 2008—and in that capacity, both a member of the search committee that appointed Drew Faust as president at a time of institutional turmoil, and a member of the joint committee on inspection (the University's audit committee); member of the visiting committees to the School of Engineering and Applied Sciences (SEAS) and Harvard Law School (HLS)—and a teacher at the latter; and brother of two Harvard Medical School (HMS) professors, Thomas H. Lee Jr. '75, S.M. '87, the chief medical officer of the Partners Community HealthCare physician network (whose wife, Soheyla Gharib, is chief of medicine at Harvard University Health Services), and Richard T. Lee '79, a cardiologist and Harvard Stem Cell Institute principal researcher. (The family genes are crimson, too: One of William Lee's daughters has studied her way through HLS, and another through the College—where she captained the swim team—and then the Kennedy and Business Schools. Four nieces have graduated from or are attending the College.)

This suggests unusually broad and deep exposure to the far-flung University, today and through time—useful preparation for a new Corporation member. Even more useful may be Lee's familiarity with the workings of the governing boards, the Corporation's incumbent members, and the president through his work on the search and the joint committee on inspection. Those engagements suggest the swiftest of learning curves at a time when the Corporation is reviewing Harvard governance (see "Self Improvement," May-June, page 55, and "The Corporation Changes," March-April, page 52).

But most useful of all, at this moment, may be aspects of Lee's experience and outlook that have no formal connection to Harvard whatsoever.

> "Harvard is the most innovative, creative place in the world, and also the most tradition-bound."

In a conversation at his office in Boston, where he is co-managing partner of the WilmerHale law firm (he earned J.D. and M.B.A. degrees from Cornell in 1976), Lee talked about leading an enterprise with 1,000 attorneys, 2,500 other employees, $1 billion in annual revenues, and offices in 13 locations. Beyond effecting the 2004 merger that created the current organization, he said, WilmerHale has in recent years changed its governance and compensation, extended its domestic and international network, restructured the partner/associate system to create more flexibility and to accommodate two-career families, and even begun revising that most hallowed law-firm custom—moving beyond fees based on hourly billing. That is a lot of change within a tradition-bound profession.

"In an enterprise like ours," Lee said, "there are decisions that are business or economic issues, and there are decisions that are professional issues." The two usually coincide, but not always: despite the recession's rigors, he said, WilmerHale continues to conduct pro bono legal work valued at $80 million annually. "That's inconsistent with economic maximization," he said, "but it's right for us."

Lawyers are not professors, of course, and WilmerHale is not an educational institution, but some of the management principles appear applicable to alma mater's needs. "Harvard is the most innovative, creative place in the world," Lee said, "and also the most tradition-bound," leading to conflicts and challenges for leadership and governance.

Also pertinent is Lee's legal expertise. He has specialized in intellectual-property litigation—representing technology firms such as Intel, Apple, Cisco, Broadcom, and Pfizer in patent cases. (The "art" hung on his office wall includes a framed diagram of cellular structure, DNA, and proteins.) That work has led him to appreciate the "relentless" pace of technological change and its "critical" role in shaping the future in general, and therefore the University's agenda. Hence his interest in SEAS via the visiting committee and, more recently, his membership on the new board of directors of the Broad Institute, the genomics research center initially created as a Harvard-MIT joint venture. (He said that "organizing a board from scratch, without 375 years of history"—as at Harvard—had been "educational.") The content of Lee's legal work, and his SEAS

William F. Lee

Photograph by Stephanie Mitchell/Harvard News Office and Broad experiences, reinforce the scientific expertise available on the Corporation in a challenging era for sustaining such research.

Finally, there is the fact of geography. "I've just been around Boston and Cambridge," he said—a useful vantage point from which to observe and drop in on campus, something that only he and President Faust among current Corporation members are in a position to do readily. "You just hear things." Lee rattled off Harvard sporting events he regularly attends, a recent lecture by HMS and Harvard School of Public Health professor Atul Gawande he took in, his appointments with deans and professors and administrators, his plans to affiliate with Eliot House and dine with students.

Through all his Harvard involvements, Lee said, he has taken deeply to heart a view of its "fundamental mission of research and education for extraordinary young people who come every year." On behalf of that mission, he was encouraged that during the presidential search, under "challenging circumstances," the governing boards "performed pretty well" and with appropriate innovations: forming the first faculty advisory committee ("an extraordinarily good experience") and student advisory committee, and making concerted efforts to reach out to solicit ideas and air concerns.

The leadership transitions and more recent financial pressures, Lee said, "cause people to cast a questioning eye on the quality of governance. The Corporation knows that. I know that." Some of those questions are fundamental: "For a $3-billion enterprise that has all the complexities of Harvard, can a six-person corporation ever be sufficient to tackle all the tasks it has?" Issues like these are being examined now, he said—"a good thing." And to assure a robust, dynamic future for Harvard, he envisioned the Corporation pursuing an "ongoing process of self-reflection and self-education," enriched by outside perspectives on how the University could best move forward.

On a purely personal level, Lee is gratified that his new Harvard service will not be as confining as his stint on the Board of Overseers. Under an 1846 statute, election as an Overseer forced him to quit teaching at the law school; Corporation members suffer no such constraint.

HARVARD PORTRAIT

Traci Green

In 1978, tennis sensation Tracy Austin had made her first name a hot property—thus, Frank and Tina Sloan Green named their new daughter Traci. But even though Frank played high-school football and ran track in college, and Tina, who's in the National Lacrosse Hall of Fame, coached three Temple squads to NCAA titles, they hardly expected her to play tennis, let alone make the U.S. junior team or become Harvard's head women's tennis coach. Traci attended the Friends Select School in Philadelphia ("I was one of the fastest kids in my class through seventh grade"); two years after learning tennis, she was top-ranked in her region. Arthur Ashe invited her to his camps and clinics in Florida; in the evenings, he "talked life skills with us," Green recalls. "He had us solving ancient Mayan puzzles; he really thought outside the box." Green won a full tennis scholarship to the University of Florida, which she likens to being "thrown onto a conveyor belt—our sole job was to win the NCAA title." They did, in her sophomore year. An unconventional, all-court player, she ranked as high as fifth nationally in doubles, and won sportsmanship awards. "I'm a calm person," she says. "You couldn't tell whether I was winning or losing by looking at me." Green coached at Temple herself for three years while earning a master's in sports administration before coming to Harvard in 2007, where her team shared the 2009 Ivy title. The Ivy emphasis on academics was "very appealing," she says. "I've never been a win-at-all-costs type person." She loves Philadelphia's pro teams and has been to the last two World Series. And she has just taken up squash. "It's fun," she says. "I'm terrible!"

Photograph by Jim Harrison

"Hard Problems" in the Social Sciences

In 1900, mathematician David Hilbert drew up a list of 23 hard problems in his field; 110 years later, just 10 have been fully solved.

When Hilbert wrote his list, such problems as why humans don't always make choices that are good for their health, or why they tend to form social groups in particular patterns, were thought to be the domain of philosophy or psychology—explicitly *not* scientific.

But since then, the social sciences have come to rely more and more on statistics and other quantitative approaches, and *new* methods (for instance, advances in statistics and genetics) have enabled solving social-science problems with more precision. This convergence of circumstances allows social scientists today to ask their fields' biggest questions—and hope to answer those questions definitively. And so a dozen prominent scholars gathered at Harvard on April 10. Invited by Faculty of Arts and Sciences (FAS) social sciences dean Stephen M. Kosslyn, Lindsley professor of psychology, and sponsored by the Connecticut-based Indira Foundation (which seeks to benefit the fields of education, healthcare, and social welfare), they were tasked with choosing one big problem (or a few) to present in a quarter-hour or less. Their choice was to be based on two criteria: a problem's difficulty, or how long it has persisted unsolved; and its importance—the urgency, and potential payoff, of solving it.

Several speakers noted the differences between Hilbert's domain and their own, where problems are often messier and less well defined. In fact, the problem highlighted by Morris professor of psychology Susan Carey related to this overarching issue. "How," she asked, "can you create new knowledge when you don't even have the resources to represent the knowledge you seek to create?" She noted that many of the problems her colleagues raised "are problems where we don't really know how to think about the question."

The problem chosen by University of California, Berkeley sociology professor Ann Swidler '66 was one of those. Swidler called for studying how societies create institutions, and how they restore missing or damaged ones. She previewed the complexity inherent in framing the problem by listing just a few of a huge range of entities and phenomena that qualify as institutions: governments, universities, and marriage.

Several presenters issued open challenges to apply new methods and techniques—notably, Nicholas Christakis (professor of medical sociology and of medicine at Harvard Medical School and professor of sociology in the Faculty of Arts and Sciences [FAS]) and James Fowler '92, Ph.D. '03 (a political scientist at UC, San Diego), who have written a book together (see "Networked," May-June, page 44). Christakis voiced hopes that, given advances in genetics, biology and sociology will soon converge to explain how the social becomes biological: to explain, for instance, the evolutionary basis for phenomena such as emotional contagion (the way one person's mood can "rub off" onto another). Fowler called for the development of methods to explain clustering in social networks—to differentiate *homophily* (people's tendency to choose friends like themselves) from *influence* (friends adopting behaviors from other friends in cause-and-effect fashion).

Other presenters pointed to areas where methodological solutions do not yet exist, but are needed. Nassim Taleb, a professor at New York University and Oxford and author of *The Black Swan: The Impact of the Highly Improbable*, noted that economists and statisticians have no way to account for extremely rare events such as financial meltdowns. Precisely *because* they are so unlikely and occur so rarely, there is no way to incorporate them into mathematical models with any degree of accuracy. And Weatherhead University Professor Gary King, who directs Harvard's Institute for Quantitative Social Science, called for addressing "post-treatment bias in big social-science questions"—the difficulty in using statistical methods to study the real world (as opposed to controlled experiments in a laboratory setting) without inadvertently controlling for a variable that is directly related to the outcome the study is trying to measure.

Two presenters called for a reversal of the current way of thinking about a problem. Oxford philosopher Nick Bostrom challenged the academic community to identify the biggest fallacies that are accepted as common knowledge today—ideas analogous to such past misconceptions, once widely believed, as the view that there are no inborn differences in personality or intelligence, or that some races are incapable of "higher civilization." And Peter Bearman, Ph.D. '85, a sociologist at Columbia, noted that even though aca-

TOP: IAN MACLELLAN; BOTTOM: JUSTIN IDE/HARVARD NEWS OFFICE demia focuses on change, what may be more interesting is the *continuity* of certain aspects of the human experience—our inability to eradicate violence, for instance. (A family emergency kept Bearman away, so Ford professor of the social sciences Robert J. Sampson gave the presentation for him.)

Several of the problems fit neatly into the category Bearman highlighted: problems that are vexingly persistent through time. Ramsey professor of political economy Richard Zeckhauser discussed the difficulty in engineering systems (political and otherwise) that balance the preferences of their constituents. Lee professor of economics Claudia Goldin called for further research on the problem of why women are still paid less than men. Beren professor of economics Roland Fryer drew attention to the racial achievement gap in American education. And Emily Oster '02, Ph.D. '06, focused on the tricky task of getting people to change their health behaviors. Oster, an assistant professor of economics at the University of Chicago, noted that newly diagnosed diabetics who are very obese gain *more* weight in the year following their diagnosis than do similarly sized people who are not diabetic—contrary to the expectation that the diagnosis would cause the first group to take better care of their health and lose weight.

The symposium ended with a call for the public to weigh in on which of the problems were most pressing and which were most worthy of investing effort in solving—and to suggest their own problems to add to the list. Voting was scheduled to close May 31, with the final tally announced thereafter. At this writing, a vibrant discussion of several of the problems was still under way on Facebook. Check back at harvardmagazine.com/hardproblems for updates on the voting and plans to publish the symposium proceedings as a guide for future work in Harvard's large social-sciences faculties and elsewhere.

Yesterday's News

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

1935 After the Harvard Athletic Association asks alumni to help underwrite the cost of American participation in the coming Berlin Olympics, Maxwell Steinhardt '11 writes the editors condemning this endorsement as "contrary to our ideals of fair play and equality for all…. Our traditions demand that we do not participate in these games….so that Germany will understand that this nation, at least, does not subscribe to her policies."

* * *

President Conant terms it "almost miraculous" that the class of 1910 has raised $100,000 for its twenty-fifth reunion.

1950 Harvard hosts the first International Congress of Mathematicians since 1936. Besides arcane discussions there are 10 social events, including a "Memorial Hall beer party at which blackboards were supplied so that the guests would have profundity with their pretzels." The Soviet Academy of Science declares its mathematicians are "too busy to attend."

1955 The University will implement a comprehensive health plan for its 10,000 students in the fall, providing complete medical service for a single fee of $56.50.

* * *

To meet the cost of screening increased numbers of applicants (4,000 in 1954-55), the College announces that it will adopt, "with great reluctance," a $10 admission application fee beginning next year.

1965 To the delight of supporters and chagrin of detractors, brand-new Peabody Terrace—designed by the firm of Josep Lluis Sert, dean of the School of Design—receives a First Honor Award from the American Institute of Architects.

1975 On July 1, the Harvard and Radcliffe admissions offices are consolidated, making the class of 1979 the last chosen by separate committees. "From now on, applicants will be reviewed on an 'equal-access' basis"—without regard to the male-female proportions of the class.

1980 The Medical Area Total Energy Plant (MATEP), intended as an energy saver for the Longwood area, opens for operation, "easily the most expensive project ever launched by a university," and riddled with problems from "angry neighbors, lengthy regulatory delays, and a multimillion-dollar overrun in construction costs."

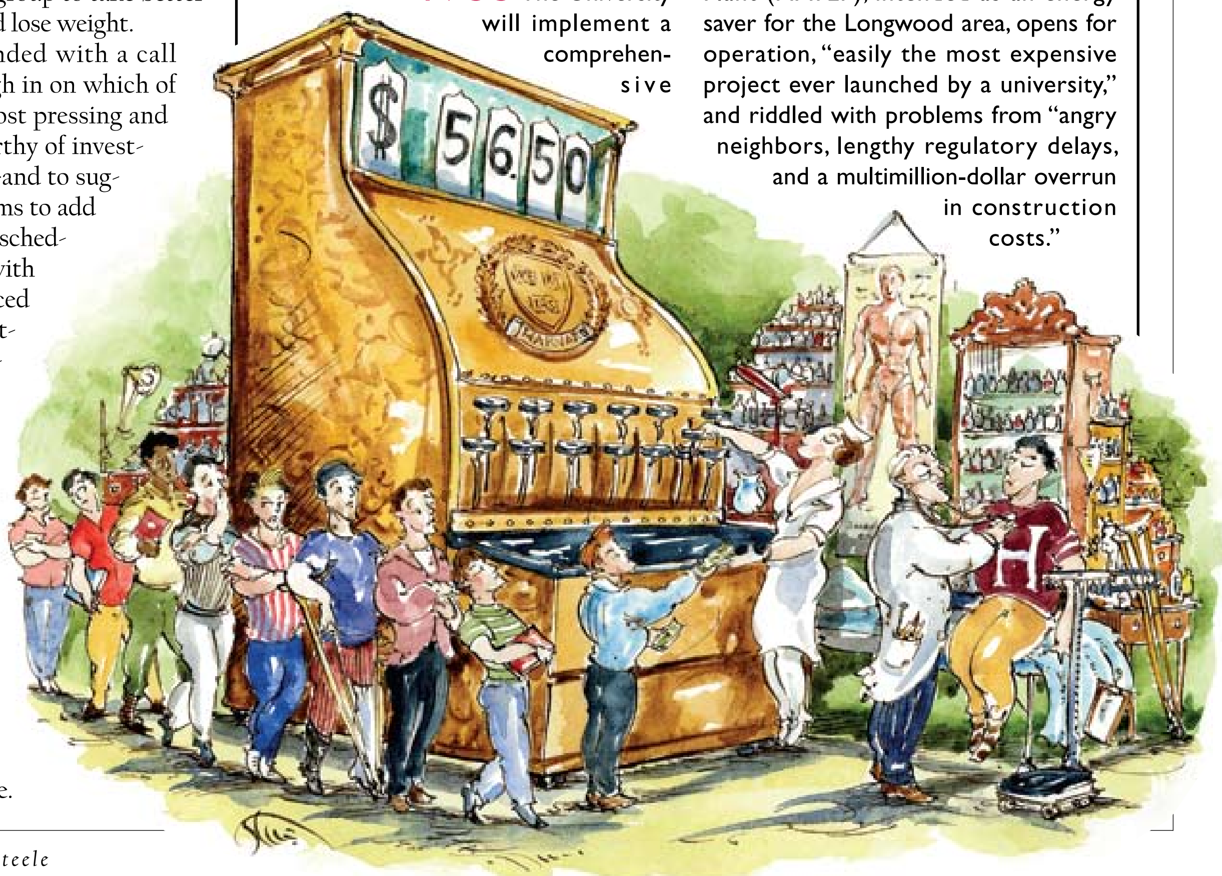


Illustration by Mark Steele

University People

Campus Services Chief


Lisa Hogarty

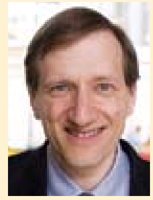
Lisa Hogarty, most recently chief operating officer of the Columbia University Medical Center and previously Columbia's executive vice president for student and administrative services, has been appointed Harvard's vice president of campus services. Executive vice president Katie Lapp, who made the announcement in late April, cited Hogarty's management experience in both academia and healthcare. She will oversee the 1,600 employees in dining services, real estate, and the University operations center (including environmental health and safety and incident-support teams).

Academy Honorands


PETER DICAMPO/HARVARD NEWS OFFICE

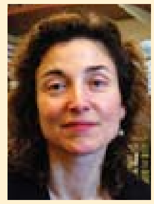
Michael J. Hopkins

Among 72 members newly elected to the National Academy of Sciences in April, nine are Harvard faculty affiliates: **Porter W. Anderson,** senior lecturer on pediatrics, Harvard Medical School; **Michael J. Hopkins,** professor of mathematics; **William G. Kaelin,** professor of medicine; **Gary King,** Weatherhead University Professor, a quantitative social scientist; **Kenneth S. Rogoff,** Cabot professor of public policy (see page 38); **Donald B. Rubin,** Loeb professor of statistics; **Kevin Struhl,** Gaiser professor of biological chemistry and molecular pharmacology; **Mary C. Waters,** Zuckerman professor of sociology; and **David A. Weitz,** Mallinckrodt professor of physics and applied physics.


KRIS SNIBBE/HARVARD NEWS OFFICE

Gary King

Peak Professors


MAGGIE MASTRICOLA/HARVARD NEWS OFFICE

Julie Buckler

Five members of the Faculty of Arts and Sciences have been awarded Harvard College Professorships, FAS's highest recognition for exceptional undergraduate teaching, advising, and mentoring. The five-year appointments come with a semester of paid leave or summer salary, and additional support for research. This year's honorands are **Michael Brenner,** Glover professor of applied mathematics and applied physics; **Julie Buckler,** professor of Slavic languages and literatures; **Emma Dench,** professor of the classics and of history (see Harvard Portrait, March-April, page 49); **Peter Gordon,** professor of history; and **Daniel Lieberman,** professor of human evolutionary biology (see "'Dissing' Evolution," May-June 2009, page 13).


COURTESY OF PETER GORDON

Peter Gordon


COURTESY DANIEL LIEBERMAN

Daniel Lieberman

An Innovator in Allston

In an era "when our current leaders (especially in business, but also in government and other spheres of public life) have lost legitimacy," Harvard Business School (HBS), as the educator of some of those leaders, faces daunting challenges. Nitin Nohria, Chapman professor of business administration and, as of July 1, HBS's tenth dean, appears eager to address them. For one thing, that indictment comes not from an outside critic of capitalism, but from an essay Nohria wrote with his colleague and coeditor Rakesh Khurana, Bower professor of leadership development. Moreover, it appears in the introductory chapter to their new *Handbook of Leadership Theory and Practice*, which aims squarely at both HBS's mission ("to educate leaders who make a difference in the world") and its method (melding research with managerial practice). Finally, the very language—the concern for "legitimacy," situating business among the "spheres of public life," and the sense of historical perspective—is all very much of a piece with the new dean himself.

"I have always believed in the powerful role business and business leaders can play in contributing to the prosperity of society," Nohria said in a conversation a couple of weeks after President Drew Faust announced his appointment on May 4. But now, a series of crises—he named the technology bubble, the Enron scandal and collapse, and the 2008 financial-industry failures and resulting severe recession—"have shaken people's confidence" in business and in the schools that train a third to a half of business leaders. He posed the core question for HBS this way: "Are we educating people who have the competence and character to exercise leadership in business?"

Nohria deliberately emphasized both traits. On the matter of competence, he asked whether the ideas and knowledge emanating from HBS were truly useful for practice: leading a team, a corporation, or a complex, global enterprise. As for character, he said, business educators had to ask, "Are we selecting for and reinforcing a belief [among students] that you're just in it for yourself?" or is the M.B.A. a way of equipping oneself for "broader value creation for society as a whole?"

HM Visit harvardmag.com/extras to read excerpts from Nitin Nohria's speeches and writings

Both sorts of queries appear in the education literature, too. In the chapter about HBS in their *Rethinking the MBA* (2010), HBS professors Srikant M. Datar and David A. Garvin and research associate Patrick G. Cullen cite a concern that some of its cases have devolved into "problem sets, narrowly designed to teach technical skills" rather than place those skills in a "broader company and industry context." And Khurana's *From Higher Aims to Hired Hands* (2007) probes a century of business education and "the unfulfilled promise of management as a profession."

This way of framing the context for his deanship traces back to Nohria's childhood—his father was a prominent CEO in India—and through his professorial career. After earning a chemical engineering bachelor's degree from the Indian Institute of Technology in 1984, Nohria received his Ph.D. in management from MIT's Sloan School four years later. While doing his dissertation, he was struck by the way large companies with ample resources, which "should have *owned* innovation," in fact fell behind solitary entrepreneurs in Silicon Valley and on Boston's Route 128 who were much more creative. Two insights followed: the "enormous power of individuals who could mobilize resources through their imagination and networks," and the degree to which individuals in larger, legacy organizations were stuck, and ultimately could no longer innovate.

In subsequent work, Nohria examined what enabled companies to remain strong performers—and the factors that subsequently eroded their strengths. *Changing Fortunes* (2002), on the fate of industrial corporations, written with Davis Dyer and Frederick Dalzell, concludes that inexorable trends mandating change collide with "an incredible capacity on the part of executives to deny them." Nohria's inquiries into the nature of performance revealed that superiority "was very impermanent." Despite the efficacy of clear strategy, nimble execution, and rational structure, he said, the "drift in organizational life is not in that direction."

He has also explored the role of individual leaders and the elemental factors that shape them and their associates (*Driven*, by Paul Lawrence and Nohria, published in 2001, may be the only business book with a foreword by sociobiologist E.O. Wilson). Nohria and colleagues have made sweeping studies of business successes over time and the importance of executives' "contextual intelligence"— whether their roles call for entrepreneurial creativity, managerial craft to scale up a business, or leadership in consolidating and restructuring a mature firm. From human nature to human networks, Nohria has drawn on history, psychology, and other disciplines to help him understand "the organization as a social system." Much of that learning will be pertinent in his new role.

Two autumns ago, speaking at HBS's centennial global business summit (see "Educating Professionals," January-February 2009, page 58), President Faust invoked Peter Drucker's parable of the stonecutters: one simply making a living, a second trying to be the country's best stonecutter, and the third aspiring to build a cathedral. The vision of the second, a pure individualist, Faust described as "incomplete" and "a kind of blindness." A commitment to educating leaders for the world, she maintained, compelled HBS to look to "purposes beyond one's self….Leaders exist to serve followers," she continued, "and leaders' success must be measured not simply by their power to move others, but by the directions in which they take those who follow them."


Nitin Nohria

Nohria, who shares Faust's devotion to historical perspective, recalled in the interview that HBS was formed in 1908, following the deep financial crisis and recession of the Panic of 1907: an era of robber barons, stock-market corners, and new regulation of industries from railroads to meatpacking.

A century later, in the wake of renewed financial and economic crises, HBS's first dean from its organizational behavior faculty sees an urgent need for reinvention. "Business education has to be recognized again as an extraordinary force for good in the world," he said, supporting enterprise as a "*vital* resource for the prosperity of *any* society." Beyond meeting customers' daily needs and driving innovation, he said business leadership is fundamental to solving society's collective problems: environmental sustainability, energy, poverty, healthcare.

He therefore envisions an "unleashed period of innovation" in how and what HBS teaches; much greater internationalization of research and teaching, as HBS pursues business globally, consistent with its belief that "practice leads theory"; continued diversification of the faculty and student bodies, in concert with demographic change in the world (the organizational behavior faculty group is among HBS's most diverse); and more collaboration across disciplines within the school and Harvard-wide. Nohria's scholarship, and his experience as senior associate dean for faculty development, will inform some of these priorities.

In remarks to the HBS community on May 4, Nohria spoke of business leaders fulfilling "the responsibilities that come with their positions of power and privilege." In the wake of the apotheosis of the hedge-fund manager and the financial engineer, he told his colleagues, "Now more than ever the world needs business leaders who can build great companies, generate new jobs, produce valued goods and services, stimulate innovation, and tackle common social challenges," with the aim of "contribut[ing] greatly to humanity's prosperity in the next hundred years."

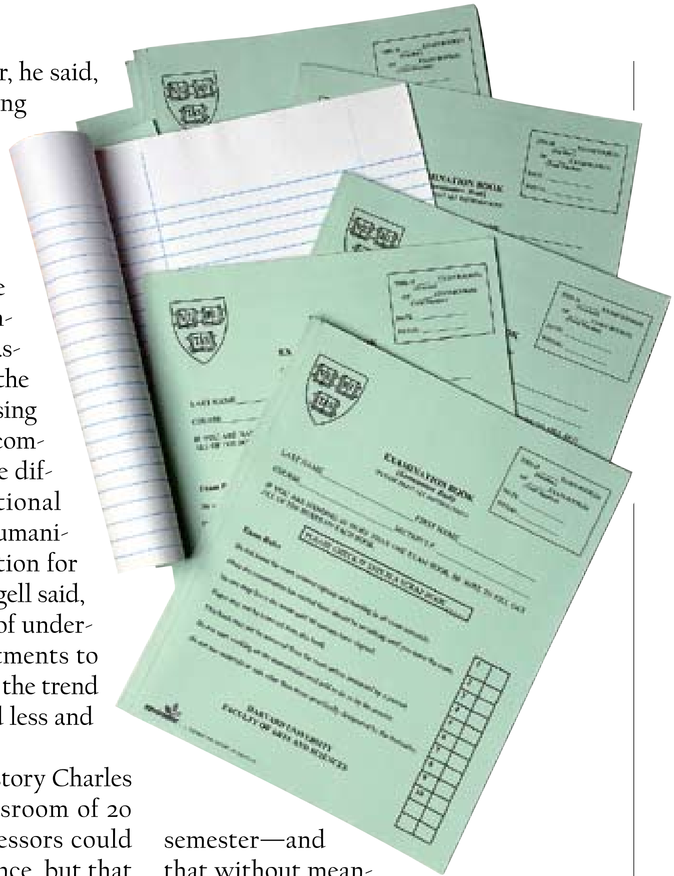
Photograph by Stephanie Mitchell/Harvard News Office

Bye-bye, Blue Books?

At its meeting on May 11, the Faculty of Arts and Sciences (FAS) adopted a bland-sounding motion that henceforth, "unless an instructor officially informs the Registrar by the end of the first week of the term" of the intention to end a course with a formal, seated exam, "the assumption shall be that the instructor will not be giving a three-hour final examination" and no slot will be reserved for it in the schedule. Previously, the faculty members' handbook specified that courses were *assumed* to end with examinations unless instructors petitioned for an exemption. That procedure has been uniformly ignored: dean of undergraduate education Jay M. Harris told colleagues he had *never* received such a form.

The administrative logic aside, reversing the default procedure for scheduling examinations reflects a pedagogical reality. It appears that finals are going the way of the dodo. Harris told the faculty that of 1,137 undergraduate-level courses this spring term, 259 scheduled finals—the lowest number since 2002, when 200 fewer courses were offered. For the more than 500 graduate-level courses offered, just 14 had finals, he reported. Until the 1940s, Harris noted during subsequent discussion, requests to conclude a course without a final examination required a formal vote by the entire FAS.

James Engell, Gurney professor of English literature and professor of comparative literature, rose to suggest that the trend toward fewer exams was not a trivial matter. Last fall, the English department (he is chair) had just five courses that ended with exams. Whatever the merits of requiring just a long final paper, he said, it meant that perhaps nothing beyond the paper itself was being used to evaluate what students were learning. Given that many departments—English, history, classics, for example—have also given up senior-year general examinations, it is increasingly unclear how to answer the question, "How are we assessing students?" And given grade compression, he added, it became difficult to distinguish exceptional from ordinary work in the humanities. He approved of the motion for its bureaucratic rationale, Engell said, but he challenged directors of undergraduate studies and departments to examine the consequences of the trend "to examine less and less and less and less."



Saltonstall professor of history Charles S. Maier said that in a classroom of 20 students, he and most professors could evaluate students' performance, but that the differences had become blurred in contemporary grading. As for the diminishing use of exams, he noted that in the new, leaned-down FAS, professors had to proctor them personally—a further disincentive to requiring finals. When he asked whether there were divisional distinctions in the use of exams, Harris said he believed that the sciences and quantitative social sciences were most likely to end courses with finals, the interpretive social sciences and humanities least likely.

Franke professor of German art and culture Jeffrey F. Hamburger said he had observed that courses without exams tended to suffer diminished attendance late in a semester—and that without meaning to be cynical, there was also a correlation between doing away with exams and professors' absence from campus in the month of May. Commenting more broadly on the "climate of expectations," Wertham professor of law and psychiatry in society Diana L. Eck (who is also master of Lowell House) said that she had always ended courses with a final exam *and* a significant paper, and that students increasingly seemed "affronted" by this requirement. And professor of Greek and Latin Richard F. Thomas noted that in the classics, which abolished general examinations only last year (see "Humanities Rebooted," May-June 2009, page 52), the department had agreed that students would have to take a couple of specified courses that required finals. It should perhaps be a departmental matter, not solely at individual professors' discretion, he said, to determine the degree to which concentrators should have examinations.

Harris made clear that the motion did *not* mean that "The College thinks we should do away with final exams." (Neither he nor anyone else brought up a change from the prior Core curriculum, which generally required final examinations, to the new General Education curriculum, which does not—thereby less-

The Deficit, Diminished

Dean Michael D. Smith reported on May 11, at the last regular Faculty of Arts and Sciences (FAS) meeting of the academic year, that the faculty's unrestricted operating deficit for the fiscal year beginning July 1 had been reduced to between $50 million and $55 million. This is significantly better than the $110-million gap he projected last September, and the $80-million figure as of this past February. By the time FAS's budget is submitted to the Corporation for approval, Smith said, he hoped to trim it further, to perhaps $35 million. He aims to fill that remaining gap with FAS reserve funds, and then to achieve a balanced budget for fiscal year 2012—assuming no worsening of economic conditions, and a flat distribution from the endowment (following 8 percent and 12 percent reductions, respectively, in the 2010 and 2011 fiscal years). For a more detailed report, see www.harvardmag.com/deficit-diminished.

Brevia

Kagan for the Court


KATHLEEN DOOHER

Elena Kagan

With Associate Justice John Paul Stevens's announcement that he would retire from the Supreme Court, the students of the *Harvard Law Record* headlined the possibility that his successor would be either **Elena Kagan**, J.D. '86, the school's dean emerita and now Solicitor General of the United States, or *her* successor, Martha Minow, Smith professor of law. On May 10, President Barack Obama, J.D. '91, made his choice from those and other candidates, nominating Kagan.

Triple Titled

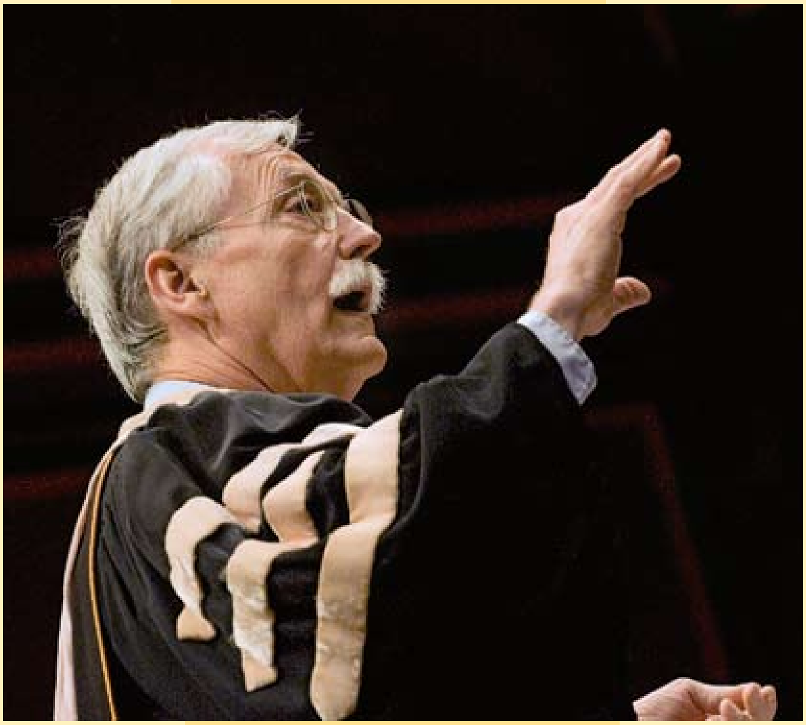
National Humanities Medal winner **Annette Gordon-Reed**, J.D. '84, has been appointed professor of law, professor of history, and Pforzheimer professor at the Radcliffe Institute. (The latter position affords her four semesters of research fellowship at Radcliffe during her first five years at Harvard.) Gordon-Reed's *The Hemingses of Monticello* (2008) won the National Book Award and the Pulitzer Prize. She was a visiting professor of American legal history at the Law School during the fall 2009 term.


JERRY BAUER

Annette Gordon-Reed

Classical Library of India

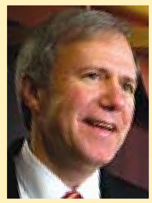
Complementing its Loeb Classical Library (Greek and Latin works); I Tatti Renaissance Library; and new Dumbarton Oaks Medieval Library, Harvard University Press will publish the Murty Classical Library of India, beginning in 2013. A $5.2-million gift from the Murty family will underwrite editions, with English translations facing the Indic-script versions, of classic works in Bengali, Gujarati, Kannada, Punjabi, Sanskrit, Tamil, Urdu, and other languages. **Rohan Narayana Murty**, a computer-science doctoral student in the School of Engineering and Applied Sciences, conceived the idea for the series in consultation with **Sheldon Pollock**, Ransford professor of Sanskrit and Indian studies at Columbia. After coming to Cambridge, Murty began attending classes on ancient Indian texts in religion and philosophy taught by Loeb associate professor of the humanities **Parimal G. Patil**. He discovered that his education before he studied at Cornell and Harvard had not plumbed India's rich heritage, and that the Clay Sanskrit Library, published by New York University Press, was confined to just 56 volumes in that language. The new venture, with Pollock as general editor (as he was for the Clay Series), will be far broader and longer lasting. It will include digital distribution and, Murty hopes, low-cost editions to introduce the works to students in India and worldwide. His parents, **Narayana Murty** and **Sudha Kulkarni Murty**, live in Bangalore; Narayana Murty founded and chairs Infosys Technologies, the consulting and outsourcing firm.



A GRAND FINALE. Jameson Marvin, formally director of choral activities at Harvard and Radcliffe Colleges since 1978, retires at the end of this academic year. Familiar to freshmen from their first convocation, Marvin has conducted the Harvard Glee Club, Radcliffe Choral Society, and Harvard-Radcliffe Collegium Musicum. He is shown here conducting at the Phi Beta Kappa Literary Exercises in Sanders Theatre, on May 25.

Allston Updates

Bill Purcell, former mayor of Nashville, will step down from his position as director of the Harvard Kennedy School's Institute of Politics to work full time advising executive vice president Katie Lapp on Allston development. He was named to a three-person "work team" advising on strategies for the Allston community last December, when construction of science laboratories there was halted for financial reasons. Separately, as Harvard tries to lease properties it bought in Allston (given that they will not be razed soon), the Silk Road Project—run by cellist **Yo-Yo Ma** '76, D.Mus. '91—will relocate seven staff members from Rhode Island to 3,200 square feet of space in a University-owned building on North Harvard Street.


JUSTIN IDE/HARVARD NEWS OFFICE

Bill Purcell


SILK ROAD PROJECT

Yo-Yo Ma

Nota Bene

J-TERM REJIGGERING. The College has announced that during the 2011 winter

Photograph by Jim Harrison

break ("J-term" in student, but not official, parlance), undergraduates will be allowed to return to campus on January 16, eight days before classes resume. During the 2010 break—the first created by the University's revised academic calendar—only students with a demonstrated need (athletes in training, thesis writers, and a few others) were permitted in College housing throughout the closure. Student-initiated programs and College-organized social activities will be offered this time. The new arrangement may be a particular relief to parents.

Endowment evolution. Harvard Management Company (HMC) reported that its president and CEO, **Jane L. Mendillo**, earned $999,000 during 2008; she assumed the position on July 1 of that year. Given changes in reporting rules, the annual disclosure of portfolio managers' compensation for 2009 will now come with the University's tax filing for that year, *next* May. For further details on changes in HMC's pay practices for its senior managers—including lessened compensation when endowment results are negative—and efforts to negotiate more favorable terms with external money managers, see harvardmag.com/hmc-pay-practices.


JIM HARRISON

Christopher T. Walsh

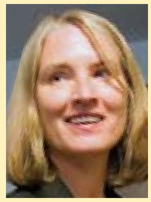
Stellar scholars. **Christopher T. Walsh**, Kuhn professor of biological chemistry and molecular pharmacology at Harvard Medical School, has been named co-winner of the Welch Award, one of the most prestigious honors for research in chemistry. He and MIT's **JoAnne Stubbe** were recognized for work on enzymes. Walsh's work has particular importance for research on antibiotics.....Perkins professor of mathematics emeritus **John T. Tate** '46 has been awarded the Abel Prize for Mathematics, presented by the Norwegian Academy of Science and Letters, for his "vast and lasting impact on the theory of numbers." The winner is chosen by an international committee of five fellow mathematicians.

Radcliffe's roster. The Radcliffe Institute for Advanced Study has announced its 48 fellows for 2010-2011. Nearly one-quarter are Harvard faculty members: materials-science specialist **Joanna Aizenberg**, from the School of Engineering and Applied Sciences; psychology professor **Daniel Gilbert**, Faculty of Arts and Sciences (FAS); Chinese historian **Henrietta Harrison**, FAS; Graduate School of Education professor **Nancy E. Hill**; historian of slavery **Walter Johnson**, FAS; professor of medicine **Barbara B. Kahn**; biological anthropologist **Karen Kramer**, FAS; contemporary art historian **Carrie Lambert-Beatty**, FAS; public policy professor **Jennifer S. Lerner**, Kennedy School; cell biologist **Joan Ruderman**, Medical School; and Romance languages and literatures scholar **Diana Sorensen**, FAS.

Miscellany. Following her sabbatical leave at Radcliffe, Rothenberg professor of Romance languages and literatures **Diana Sorensen**, who is also professor of comparative literature, has agreed to serve as dean of arts and humanities for another two years; during her absence, Jones professor of African American music **Ingrid Monson** will be interim dean....Harvard Kennedy School has established the Zombanakis professorship of the international financial system. It is named for international financial consultant **Minos A. Zombanakis**, M.P.A. '56, A.M. '57....The College announced that about 76 percent of the 2,110 students admitted to the class of 2014 have accepted Harvard's offer; 65 to 75 hopefuls are expected to be admitted from the waiting list....The University and the **Harvard Union of Clerical and Technical Workers** are negotiating on a contract to succeed the current one, which expires on June 30; beyond the economic terms, issues under discussion include layoffs and job security, and mutually beneficial cost savings....Restaurant service at the **Faculty Club** was suspended for most of the spring following two outbreaks of norovirus among diners.


JUSTIN IDE/HARVARD NEWS OFFICE

Diana Sorensen


STEPHANIE MITCHELL/HNO

Ingrid Monson

GLOBAL HEALTH INSTITUTED. On May 18, President Drew Faust, declaring global health "one of the highest priorities of my presidency," put an interfaculty initiative in the field on a new footing as the Harvard Institute (formerly "Initiative") for Global Health (HIGH). Lee professor of public health Sue J. Goldie, who also directs the center for health decision science at the Harvard School of Public Health, will be director. (For a report on her work to combat cervical cancer in the developing world, see "Medicine by Model," July-August 2002, page 44.) Presley professor of global health and social medicine Paul Farmer—chair of the Medical School's department of global health and social medicine, and co-founder of Partners in Health—will oversee medical education and physician training. He said, "Since global health is not a discipline, but rather a collection of problems," it is urgent to "invest heavily in linking service to training and research" throughout the University. Eckstein professor of applied economics David Cutler, who had been HIGH's interim director for the past year, will direct undergraduate and graduate education. (See the review of his *Your Money or Your Life*, on healthcare economics and policies, in the September-October 2004 issue, page 24.) For further information, see harvard-mag.com/global-health-instituted.


SUSAN EGAN

Sue J. Goldie


KRIS SNIBBE/HARVARD NEWS OFFICE

David Cutler


PARTNERS IN HEALTH

Paul Farmer

ening the likelihood of exams in courses which make up a quarter or more of undergraduates' work. *Crimson* reporter Julie Barzilay '13 wrote in April about the proliferation of alternative kinds of projects and assignments—in lieu of exams or final papers—in many such courses. Harris made the same point in the spring College newsletter to parents.)

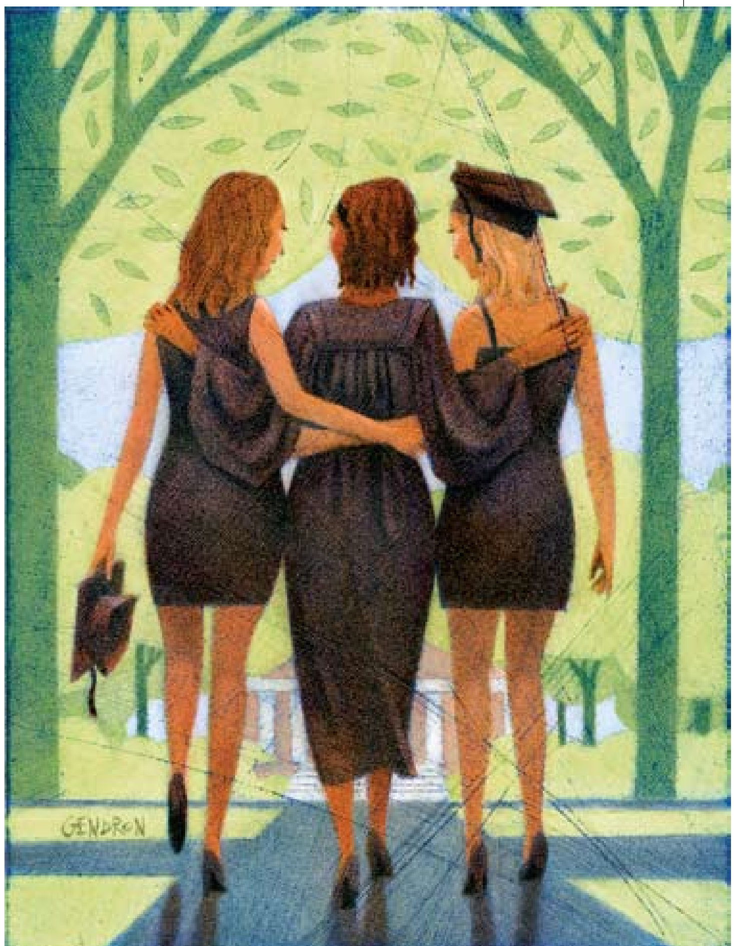
Harvard College dean Evelynn Hammonds said that the discussion raised important points about assessment broadly, and indicated that the Educational Policy Committee would, and departments should, begin discussing the topic in a focused way. President Drew Faust noted that Harvard's recent accreditation review also raised the assessment issue, and that it would have to be addressed for that reason as well.

For now, as a result of the faculty's vote, professors must indicate early on that an examination will be scheduled; absent that affirmation, a final is *fini*. Over time, Harris said, as fewer tests are required anyway, that might result in shortening the time scheduled for final exams by a day or two. And in the meantime, students can prepare to book their end-of-term plane flights home with confidence.

THE UNDERGRADUATE

Crimson Ties

by MELANIE LONG '10



IT WAS 10 A.M. and I finally decided it was time to go to sleep—having been up since the day before. Although I have pulled my fair share of all-nighters to finish assignments, this time I had stayed up talking with one of my roommates.

My roommates and I have shared many late nights, for reasons ranging from insomnia, to classwork, to our inability to stop talking to each other. As a result of all our bonding, we can often communicate without speaking, creating our own version of the old-married-couple dynamic. In fact, my roommates have become part of my extended family. They're not just temporary surrogates, there for me during my years away from home; I hope they will forever be a part of my life.

The similarly close relationships I have formed with other dear friends here can also be found in various incarnations across Harvard and on other college campuses. There is something about taking a group of young people, putting them in the same place for four years (give or take a few), and telling them to work, live, and play together that facilitates connections unlike the relationships formed in any other parts of life.

My time at Harvard marks the first time I have spent four years at one school. My dad's job kept our family on the move every two to three years when I was growing, so I attended a grand total of seven different schools, in five cities and three countries. During my many transitions, I made many friends and lost contact with just as many. In the days before Facebook, Skype, and instant messaging, maintaining relationships over such long distances was challenging. That is not to say it was impossible, but even with new technology, I often failed at keeping up my previous friendships while trying to get used to my new community.

AS A RESULT, when I began reflecting on the singular strength of my college friendships, I initially attributed it simply to the length of time I'd been able to spend in one place, solidifying my relationships. But after talking with friends who were born and raised in the same city—who went from elementary school through high school with the same group of classmates and friends—I realized that something else might be at work in fostering college bonds. The friendships *those* friends had made at college were also special, even though they'd existed a mere four years—or less.

Regardless of how we grew up and the nature of the friendships we made before college, many of us left home to live away from our families for the first time. We left not only to get a liberal-arts education, but also to grow into the independent adults we are expected to be after graduation. We left to learn about ourselves, to discover who we are, and who we want to

Illustration by Cathy Gendron

be—whether we realized it or not as we arrived in Cambridge freshman year.

Although I am fundamentally the same person I have always been, I have grown up a lot in the past four years. In fact, I feel as if I have matured compared to just a couple of months ago. College is a time of exponential growth, at a pace substantially different from that in middle school or high school.

All of the discoveries and struggles of the past four years I made with my friends. We were there for each other during those late nights and overdue assignments, when textbooks might have been thrown and loud exclamations about our frustrations might have been uttered. On those days when getting to the dining hall before it closed seemed impossible, we prepared meals for each other. My friends have encouraged my growing passion for cinema, were just as excited as I was when I started my secondary field in film studies junior year, and have lovingly endured listening to me analyze every TV show and movie we watched. We fought together in the trenches against the stresses of college and celebrated our undergraduate highs together. It's these shared experiences that will forever link us together.

Last month, one of my roommates was preparing for a visit from a friend from home when she realized that her old friend didn't know her as she is now. She had not done a complete 180 from the girl she was in high school, but had modified some of her habits and beliefs. It is human to grow and change—but showing someone a matured version of oneself is different from growing through those changes together. So even though I cannot speak firsthand of lifetime friendships, and am not trying to say that those are eclipsed by college bonds, I do think there is something unique about college friendships that lends them a certain durability, whether in memory or in actual continued contact.

I RECENTLY ATTENDED Lowell House's Senior Awards Dinner. Afterward, our House master opened up the floor to toasts. A classmate went to the mike and dedicated his toast to "All roommates," listing the many generous acts of his own roommates, from lending him neckties to helping him prepare for an interview at the last minute.

It has often been said that one of the best aspects of Harvard is the people. I have been blessed to meet many amazing people here who are kind, funny, smart. I could go on and on about our epic dining-hall conversations, ranging from mental-health issues to the latest sports news. As graduation approaches, I realize I may never again have the opportunity to interact daily with such a group of diverse and truly interesting people in meaningful ways. I have been telling my friends that I wish I could stay just one more year, for the students, the professors, the culture, the resources. For all that I have done during my time here, there is so much more I wish I could do, more people I want to meet, more friends I want to make. But my time draws to a close, so I want to follow in the footsteps of my fellow Lowellian and dedicate my final words to thanking my classmates, my friends, and my roommates.

Berta Greenwald Ledecky Undergraduate Fellow Melanie Long '10 wishes all the best for the class of 2010 after graduation and can't wait for her summer trip to Europe with her roommates.

SPORTS

Soccer and Survival

Coaches Across Continents teaches more than lofts and headers.

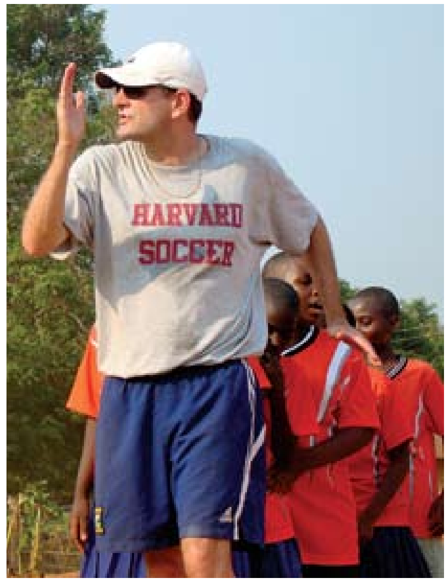
AS THE PLANET'S greatest sporting extravaganza, the World Cup, kicked off this summer, Nick Gates '91 was not in South Africa. It's not that Gates, a former all-Ivy Harvard soccer star, wouldn't have loved to be there. But he's been busy about 2,000 miles north of Johannesburg, coaching hundreds of shoeless kids on the dirt fields of Uganda's capital, Kampala, as the founder of Coaches Across Continents (CAC), a three-year-old nonprofit that's part soccer camp, part classroom. The ultimate goal is not about creating budding soccer prodigies, but about using the world's most popular sport to teach life lessons in some of its poorest neighborhoods.

Gates's life has long revolved around soccer, dating to his days as a ball boy for the English professional club Middlesbrough, where his dad played and he later spent a year as an executive. Now he's driven by the idea of making a difference beyond the soccer pitch, beyond a month-long soccer spectacular. "What is the real social legacy of the World Cup?" Gates says. "What's going to be left behind?"

After college, he started Play Soccer, which runs camps around New England and other parts of the United States. A decade later, he grabbed a backpack and visited 60 countries, looking for the next challenge. Whether in China, New Zealand, or Argentina, he found soccer was the obvious, universal connector. But a question nagged him: "What can sport do for people who have nothing? I just had the bug to do something that would have a major impact."

Soccer broadcaster Seamus Malin '62 (see "The Shots Heard Round the World," May-June 1994, page 38), who played the game in college with the late, legendary Chris Ohiri '64, then directed Harvard's International Office, and now serves on the CAC board, says Gates and the organization discovered their calling in "making the game do something more than entertain demented fans." Gates himself calls taking the program across Africa a life-altering experience. "It's like being the pied piper," he says. "The kids just follow you, because you're the soccer coach." At Harvard, he'd played sweeper, a defense position requiring vision, communication, and leadership. "He's very much a take-charge guy, with a lot of authority," says Malin. "The breakthrough for Nick was that this was not just getting some soccer balls out there, but he had the curriculum, too."

Gates and his team of coaches pass along soccer drills and games to educate young players about health and wellness, HIV, leadership, conflict resolution,



Nick Gates '91, who founded Coaches Across Continents, works with coaches (above) and youths (at right) in Tanzania in 2009; (above right) varsity midfielder Adam Rousmaniere '10 also volunteered with the program last summer, in Malawi.

and female empowerment. CAC works with local programs for three years ("Hat Trick Initiatives"), offering sessions that last from two to 12 weeks a year, depending on each program's needs. The partner programs, often taking place after school, run year-round, usually a few practices a week, with CAC furnishing additional online mentoring.

The typical CAC day includes two three-hour sessions, often with 1,000 kids or more in attendance. CAC's coaches train and teach educational games to both the children and to the local coaches, who then incorporate the games into their own soccer programs. ("The model is really a 'train the trainers' program," says Deb Glazer, director of development and strategy for CAC. "We want the program to be sustainable.") "Condom tag" teaches about the dangers of HIV: if a player gets tagged, then he or she has HIV, too. The only way the rest can protect themselves is to "make good choices," by holding onto players who are the "condoms." In one conflict resolution game, teams of five try to place a ball on top of a cone, without talking or using their hands or feet. It's not easy; the kids must work together to do it. In all these games, soccer is a teaching tool. Says Gates, "The last thing we teach is football [soccer] itself."

In its first year, the organization worked with 3,000 kids—the next year, 30,000. In 2010, it expects to reach, through local coaches, 90,000 children in Kenya, Uganda, Malawi, Tanzania, South Africa, Zambia, and its first non-African venue, Haiti.

Several current Harvard players and recent alumni have invested summer-break time in joining Gates's humanitarian squad. "It's completely changed my perception of the world," says Adam Rousmaniere '10, a midfielder from Andover, Massachusetts. In 2009, he traveled to Malawi with the group and was struck by the enthusiasm of the kids. Some training sessions drew 900 youngsters who'd play on fields devoid of grass, strewn with broken bottles, needles, and rocks. "As a student in college, you hear all the time that there

Sports Wrap

Men's Rowing

The **heavyweights** capped another sterling season with an Eastern Sprints championship, defeating Princeton and Brown in the final. With a thunderous sprint, the undefeated **freshman** eight overtook Princeton by half a second and cemented Harvard's thirtieth Rowe Cup, symbolic of overall heavyweight supremacy, on Lake Quinsigamond.

The Crimson next recorded its seventh sweep in 10 years at the Harvard-Yale regatta. Following that, the varsity came fourth at the Intercollegiate Rowing Association regatta, behind California, Washington and Cornell in the final.

The **lightweight varsity** brought a 10-0 record to the Eastern Sprints; they were top-seeded but came second to Princeton, 2.5 seconds back in the final. The top-seeded **freshmen** likewise sported a 10-0 mark at Worcester, but Cornell edged the Crimson there by a bow ball, 5:48.454 to 5:48.782.

Women's Rowing

The **Radcliffe heavyweights** didn't make the grand final, but did win the petite final at the Eastern Association of Women's Rowing Colleges (EAWRC) regatta. The Black and White **lightweight varsity** took bronze at the race, their first medal there in four years.

Photographs courtesy of Nick Gates

are a billion people living on less than $1 a day," says Rousmaniere, who remembers an excruciating 12-hour nonstop bus ride, with Malawians carrying everything they owned: chickens, bags of rice, goats. "You don't really understand it until you've experienced something like this."

Last summer, Sophie Legros '12 played a special role as the only female coach. "People in Africa, and around the world, love soccer," says Legros, a native of Brussels. "It's a lot of fun, but it's also a very powerful tool to inculcate social skills and educate children about health issues."

For CAC, spreading the female empowerment message starts by including girls in every aspect of training. Girls play soccer with the boys and against them. This summer, the organization will lead more than a dozen female empowerment programs in sub-Saharan Africa, where most girls never enroll in secondary school and may be forced into child marriage to survive or support their family. Girls also represent three-quarters of all young people living with HIV/AIDS.

This summer also, two more members of the Harvard men's team are in Africa with CAC. "It's been fantastic. It's been educational not just for the players, but our team as a whole," says head men's soccer coach Jamie Clark. "Soccer is such a powerful game and it's fun to think how much good can come of it."

Gates's effort is already drawing attention. Last summer in London, the Beyond Sport Awards honored Coaches Across Continents—chosen from 265 entries from more than 80 countries—as Best New Project before a crowd of 500 including Tony Blair, Desmond Tutu, and Olympic gold medalists Ian Thorpe and Michael Johnson. Rousmaniere predicts the true import of the program won't be seen for years. "The point of going is not to find the next Pelé," he says. "It's about implementing these educational strategies."

~JOHN DALEY

John Daley '86 is a television reporter in Salt Lake City and former varsity soccer player.

ALUMNI

Sticking to the Union

A Kennedy School graduate organizes the "free-agent economy."

As a full-time freelance writer in New York City for 15 years, Greg Lichtenberg '88 tolerates the cash-flow anxieties because of the clear lifestyle benefits: lots of control over his time (especially helpful for parenting), and the chance to truly employ and enjoy his craft. And unlike his cohorts in nine-to-five company jobs, he happily reports, "I've also probably avoided thousands of hours of meetings."

He is not alone. His wife, a former attorney, is now a self-employed childbirth and parenting educator, and many of their friends have also joined the ranks of this labor demographic, officially classified as "contingent workers" by the federal Government Accountability Office. As of 2005 (the last time comprehensive data on this cohort were collected), the group represented about 31 percent of the labor pool: independent contractors, temporary workers, and anyone self-employed, as well as day laborers, part-timers, and those on-call.

In today's economy, some people say the cohort is increasing, as is employer demand for such services. Labor advocate Sara Horowitz, M.P.A. '95, saw the trend coming more than a decade ago and founded the national Freelancers Union to represent this disparate, nontraditional class of workers. The union's headquarters sit in the DUMBO (Down Under the Manhattan Bridge) neighborhood of Brooklyn, where its open offices have the feel of a cooperative, social entrepreneurial venture—which is how Horowitz views the work

From an office "down under," Sara Horowitz helps freelancers cope.

Photograph by John Loomis

LEADING THEIR CLASS: The marshals of the class of 2010 are (clockwise from top left): Shiv Gaglani, from Mather House and Melbourne Beach, Florida (an engineering sciences concentrator); second marshal Larry D. Arbuthnott, from Eliot House and Marlboro, New Jersey (government); Robert D. Niles, from Lowell House and Buffalo (literature); Jamison Hill, from Eliot House and Libertyville, Illinois (history and literature); George Thampy, from Mather House and St. Louis (chemistry); Andres Castro Samayoa, from Currier House and Merliot, El Salvador (studies of women, gender, and sexuality); Ami Nash, from Leverett House and Greenwich, Connecticut (sociology); and first marshal Nworah Ayogu, from Currier House and Columbus, Ohio (neurobiology).

JIM HARRISON

of modern labor leaders. "We bring people together and solve problems around labor issues," she says.

She is quick to rebut arguments she's heard that this is not a *real* union. Freelancers Union (it officially rejects the acronym FU) does not engage in collective bargaining for wages, for example; it also lacks the conventional structure of hierarchical elected officials, and has no single company, industry, or geographic nexus as its base. All this leaves Horowitz unfazed. "This new form of unionism is implementing traditional labor strategies of using the market power of large groups to help freelancers access better benefits, and it's organizing this decentralized group into a constituency capable of powerful collective action," she says. "Strength in numbers is strength in markets and strength in politics. The value of grouping hasn't changed, but the *way* people are grouping themselves in today's world—workforce and otherwise—is changing.

"The new way of working is far more short-term, with people going from job to job, or doing several part-time jobs at once—especially among those over age 35," she explains. "Most people these days will probably work as an independent contractor at least once during their careers"—whether taking on extra projects outside a salaried position, working part-time to balance family obligations or to earn more money in semi-retirement, or coping with layoffs and cutbacks through a temporary job.

Greg Lichtenberg sees the trend, especially among urbanites. "There is plenty of freelancing across a range of fields; you don't have to explain what you are doing anymore," he says. "Freelancing is more of an accepted way to make a living." Dan Gerstein '89, a former communications strategist for then-Senator Joseph Biden, now runs his own company, Gotham Ghostwriters, and relies heavily on freelancers to fill the needs of companies that don't want to hire full-time writers. "We are cheaper," he notes, "and we can offer access to a wide range of writers with a wide range of expertise and experience." Gerstein sees such niche employment as the wave of the future. "Every trend—globalization, technological innovation, outsourcing—is creating demand for flexibility and specialization in our workforce. That's why small businesses are such a fast-growing sector in the U.S. economy and the biggest engine of job growth," he notes. "And that's why we're going to see more and more workers morphing into independent contractors. Some will see it as a great opportunity to maximize their marketability and compensation. Most others will see it as the only option for making a living."

The problem, Horowitz asserts, is that the majority of these freelancers cannot obtain affordable health insurance and other traditionally employer-based benefits. Nor is this group protected by the laws and policies related to unemployment compensation, workplace disability, and discrimination, for example, that apply to salaried, full-time workers. If freelancers aren't paid, she notes, one of their only options for recourse is small-claims court—a time-consuming exercise with a cap (in New York) of $5,000. "Companies need and like flexibility for their workforce," she continues, "but our social safety net, which was created for the manufacturing era, is outdated in terms of this new group of workers. We need a *new* New Deal to protect this group, which has episodic incomes, lack of benefits, and lack of legal recourse."

Horowitz supports the recent state and federal crackdowns on the continuing problem of misclassified workers: when companies hire individuals to do the jobs of regular employees but pay them neither benefits nor taxes. Some companies specify that freelancers will work only a certain number of months, making them ineligible for unemployment compensation. Horowitz has also seen workers who are true independent contractors take jobs through staffing agencies that treat them like employees—paying half of their Social Security, for example—but not necessarily providing benefits, which means the freelancers can't take certain tax deductions, such as for health-insurance premiums.

"It's like the Wild West out there," she says.

To fill these gaps, Freelancers Union has its own insurance agency, retirement plan, and group discounts. It also provides networking, job listings, and informational events on legal issues, taxes, and marketing to its 138,000 members (85,000 of whom live in the New York City area). Membership is based on a "common work arrangement" (freelancing), and members choose from among 50 industries when they join. The top fields include television/film production, advertising, graphic design, computer/information technology, journalism, financial services, and healthcare/hospitals, but there are also dancers, taxicab drivers, and yoga instructors. Other unions may represent specific groups of freelancers, such as the National Writers Union, but Horowitz says no other organization represents as wide a range of freelancers, or promotes their interests as broadly.

The union offers plenty of opportunities for organizing and political advocacy—which is how Horowitz now spends most of her time. "As the free-agent economy started to take off here in New York, Sara saw far before anyone else that there were no institutions, no infrastructure, to support all those disconnected workers or fight for their interests," says Dan Gerstein, who joined the union about five years ago when he was a political consultant and his COBRA coverage was about to run out. "FU was by far the best option in terms of cost and choice for someone in my position," he adds. "I also liked being part of a community, and having access to a wide range of professional resources."

"There were no institutions, no infrastructure, to support all those disconnected workers or fight for their interests."

Last year, the union was instrumental in the reform of New York City's unincorporated business tax, which had double-taxed freelancers' income as both business and personal revenue. (The tax was eliminated for those earning less than $100,000; a tax credit was enacted for those earning up to $150,000.) The union also lobbied the state legislature successfully to codify independent workers' rights to group together for health insurance, paving the way for a push for a national, portable-benefits network. This spring, the union helped draft legislation to expand wage and hour protections enforceable by the state labor department after its own survey of 3,000 independent workers found that 40 percent had had trouble getting paid within the last year—forcing them to spend a cumulative 17,000 hours chasing overdue compensation. "Traditional employees are protected against this," Horowitz says. "But freelancers have nowhere to go."

Horowitz has studied labor history extensively, earning degrees from Cornell's School of Industrial and Labor Relations and SUNY-Buffalo Law School. After a stint as a public defender, she worked as an organizer with the National Health and Human Service Employees Union.

She comes by her dedication naturally. "My grandfather was vice president of the International Ladies Garment Workers' Union. My father was a union-side labor lawyer, as is my husband," says the Brooklyn native. "I grew up going to the union housing apartments, where my grandma lived, on the Lower East Side of Manhattan. Labor issues are what I've been completely fascinated by and committed to since I was 18. Oh, and my daughter was born on Samuel Gompers's birthday." Labor leader Sidney Hillman, who played an important role in galvanizing workers to support the New Deal, is her hero. Not only are unions the largest contributor to any successful democracy, maintains Horowitz, "but every labor movement is the bulwark of the social legislation of its era. Unions are the architects, they make changes happen politically, and they are there to enforce laws afterward—because people are banded together."

Horowitz went to the Kennedy School, seeking an "intellectual sabbatical," after five years as a labor lawyer. She had the seeds of an idea centered on the shifting workforce and outdated policies, and used faculty contacts and her academic work to develop her ideas about this niche labor force that had uneven incomes and lacked collective representation and solid governmental infrastructure. They had more in common with workers in cooperative models in developing countries, she realized, than with existing American unions, where wages and benefits are the primary focus. She also believed that the number-one issue for this disparate group was providing a new system of healthcare tied to the worker, not to an employer, through an independent, revenue-producing model. "I thought that if this was successful, it would be evidence that labor movements play an incredibly constructive role in building economic development," she says. In 1996 she won a fellowship with Echoing Green (a New York City-based nonprofit that supports social entrepreneurship; see "A Prescription for Change," September-October 2004, page 88) that helped support her work. So did the MacArthur Foundation Fellowship she was awarded in 1999.

Labor leaders have recognized for a long time that the American and global economic base was shifting and the trend was toward shorter-term jobs and less stable environments for workers, Horowitz explains. "People were angry about that and the strategy was to fight it." Instead, Freelancers Union has embraced those changes, "and we've gotten a lot of support because we're so focused on what the real issues are, what workers and employers are doing," and on how to update the laws and policies that affect those relationships. "In business terms, the labor movement is an undervalued asset," she declares. "People do not always realize that there is not one democracy that exists without a labor movement, and that that's always been the case. The labor movement will always be there. The question is: in what form?"

~NELL PORTER BROWN

Harvard Medalists

Four people received the Harvard Medal for outstanding service to the University and were publicly thanked by President Drew Faust during the Harvard Alumni Association's annual meeting on the afternoon of Commencement day.

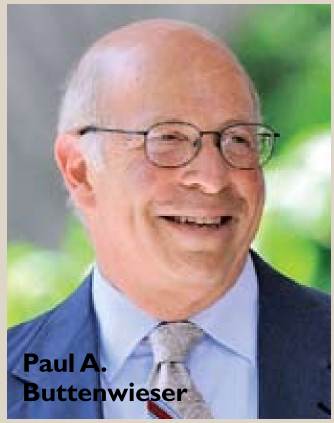
Nina M. Archabal '62, M.A.T. '63— *Devoted to Minnesota and Harvard, you have been an active alumna of Radcliffe and Harvard and an insightful member of the Board of Overseers, advocating for the thoughtful stewardship of our Harvard museums in the advancement of the University's mission of teaching and research.*

Paul A. Buttenwieser '60, M.D. '64—*Psychiatrist, novelist, musician, and philanthropist, you have served your beloved Harvard with excellence as an Overseer and a leader of your class, encouraging all alumni, students, faculty and staff to embrace our shared values of truth, respect, and the importance of service.*

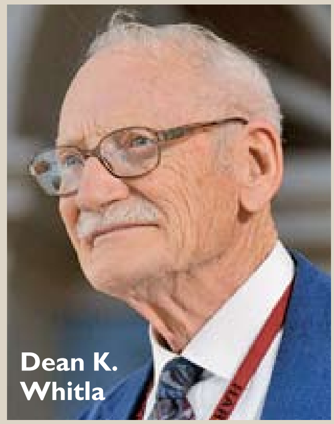
C. Kevin Landry '66—*Active in the arenas of academics and athletics, you have been a loyal leader and alumni ambassador for Harvard, creating new opportunities to improve the education of young women and men through your generosity, sustained interest and involvement, and strategic support of the sciences.*

Dean K. Whitla, Ed '60—*University citizen, director of the Center for Teaching and Learning, and senior tutor at Lowell House, your scholarly research and self-effacing service have made a lasting impact on Harvard for more than fifty years, increasing the diversity of American higher education and enriching this community of learners and friends.*


Nina M. Archabal


Paul A. Buttenwieser


C. Kevin Landry


Dean K. Whitla

The Results Are In

The names of the new members of the Board of Overseers and of the new elected directors of the Harvard Alumni Association (HAA) were announced during the association's annual meeting on the afternoon of Commencement day. The 31,945 alumni ballots mailed back in the two elections represented a turnout of 13.4 percent.

As Overseers, serving six-year terms, the voters chose:

Cheryl Dorsey '85, M.D. '91, M.P.P. '92, New York City. President, Echoing Green.

Walter Isaacson '74, Washington, D.C. CEO, The Aspen Institute.

Diana Nelson '84, San Francisco. Director, Carlson Companies, Inc.

Karen Nelson Moore '70, J.D. '73, Cleveland. U.S. Circuit judge, U.S. Court of Appeals for the Sixth Circuit.

Nicholas Kristof '82, New York City. Columnist, the *New York Times.*

Candidates selected as elected directors of the HAA, serving three-year terms, were:

Irene Wu '91, Washington, D.C. Director of international research, U.S. Federal Communications Commission; adjunct professor, Georgetown University.

Roger Fairfax Jr. '94, J.D. '98, Washington, D.C. Law professor, George Washington University Law School.

Lindsay Hyde '04, Boston. Founder and president, Strong Women, Strong Girls.

Reynaldo Valencia, J.D. '90, San Antonio. Associate dean for administration and finance; professor of corporate and securities law, St. Mary's University School of Law.

M. Margaret Kemeny '68, New York City. Professor of surgery, Mt. Sinai School of Medicine, chief of surgical oncology, and director of the Queens Cancer Center.

Victoria Wells Wulsin '75, M.P.H. '82, D.P.H. '85, Cincinnati. Physician, Mid-City Pediatrics.

Cambridge Scholars

Four members of the class of 2010 have won Harvard Cambridge Scholarships to study at Cambridge University during the 2010-2011 academic year. Government concentrator **Nishchal Basnyat,** of Kirkland House and Katmandu, Nepal, will be the Charles Henry Fiske III Scholar at Trinity College; neurology concentrator **Laurel Gabard-Durnam,** of Eliot House and Ithaca, New York, will be the Lionel de Jersey Scholar at Emmanuel College; philosophy concentrator **Laurence Holland,** of Eliot House and New York City, will be the John Eliot Scholar at Jesus College; and social studies concentrator **Seth Packrone,** of Lowell House and Uniontown, Pennsylvania, will be the Governor William Shirley Scholar at Pembroke College.

Alumni Gifts: Solid Support

The university had received 78,000 gifts as of May 24, including those from reunioning classes, reported University Treasurer James F. Rothenberg '68, M.B.A. '70, during the HAA's annual meeting. He emphasized volunteerism and service to the University, thanking 23,000 alumni for

Photographs by Stu Rosner

The Senior Members

JIM HARRISON

The oldest graduates of Harvard and Radcliffe present on Commencement day were **Rose Downes Arnold** '36, 90, of Arlington, Massachusetts, and **George Barner** '29, Ed. '32, L '33, 101, of Kennebunk, Maine. Both were recognized at the afternoon ceremony by HAA president Teresita Alvarez-Bjelland '76, M.B.A. '79. Arnold was accompanied by her brother, J. Edward Downes '35, of Weston, Massachusetts. In chatting about the days when they and their two siblings, Thomas Downes '34 and Philip Downes '40, now deceased, attended Radcliffe and Harvard, they recalled that tuition was $400 per year. Even so, they reported, a fair number of their classmates had to drop out because of financial hardships during the Great Depression. "It was terrible," Edward Downes noted. "There was no help at all with tuition—or anything." A generation earlier, their mother had been accepted at Radcliffe, but chose to attend Boston University instead because it was $25 cheaper than Radcliffe's annual tuition of $150. "Her family just did not have the extra $25," Rose Arnold reported. "That's what times were like."

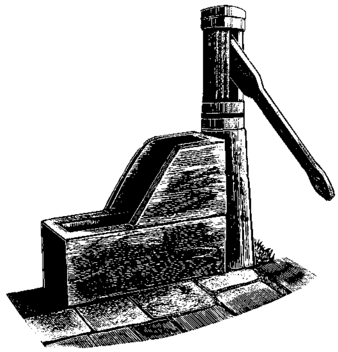
According to University records, the oldest alumni include: **M. Louise Macnair** '25, 107, of Cambridge; **Halford J. Pope** '25, M.B.A. '27, 106, of Hilton Head, South Carolina; **Rose Depoyan** '26, 104, of Brockton, Massachusetts; **Edith M. Van Saun** '29, 103, of Sykesville, Maryland; **Priscilla Bartol Grace** '58, 103, of Woods Hole, Massachusetts; **George H. O'Sullivan** '30, 102, of Wellesley Hills, Massachusetts; **J. Mack Swigert** '30, 102, of Cincinnati; **Ruth Leavitt Fergenson** '28, 102, of Rockville, Maryland; **Mary Horgan Spicer** '30, 102, of Grafton, Massachusetts; and **Dorothy P. Collins** '30, 102, of Hyde Park, Massachusetts.

sharing their time and talents, especially those who interviewed a record number (30,000) of College applicants. Rothenberg de-emphasized the sometimes competitive atmosphere attending the announcement of individual class gifts, saying only that the class of 1975 had broken the record for thirty-fifth reunion giving by contributing more than $31 million and that the senior class had raised a record-breaking amount thanks to its 80 percent participation rate. He also noted that the Harvard College Fund had met its goal of $40 million in immediate-use gifts for the year, ensuring continued resources for financial aid, curricular support, and research. "We are at the target," he said, "and hope to get a new bar for June 30."

The GSAS Centennial Medalists

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): **Stephen Fischer-Galati** '46, Ph.D. '49, a specialist in East European history and civilization and a professor emeritus at the University of Colorado; economist and 2007 Nobel laureate **Eric Maskin** '72, Ph.D. '76, of the Institute for Advanced Study; classical philologist **Martha Nussbaum,** Ph.D. '75, professor of law and ethics at the University of Chicago (see "Education for the Soul," page 16); and Shakespeare scholar **David Bevington** '52, Ph.D. '59, a professor emeritus at the University of Chicago. For more about the medalists, visit harvardmag.com/2010-centennial-medalists.

Lessons in Surprise



"Your wooden arm you hold outstretched to shake with passers-by."

ADMIRAL ISOROKU YAMAMOTO, who led the Japanese attack on Pearl Harbor in December 1941, was a special student at Harvard from 1919 to 1921. Seymour Morris Jr. '68, M.B.A. '72, of New York City, advances a theory that lessons Yamamoto learned at the University emboldened him to launch the attack, and that if the United States military had known their enemy as well as he knew them, they might not have been caught flatfooted, betting that he would first attack the Philippines.

In *American History Revised: 200 Startling Facts That Never Made It into the Textbooks* (Broadway Books), Morris argues that if Washington had done some serious background checking into Yamamoto's student days, they would have uncovered useful clues to his psychological makeup. "Classmates would have remembered Yamamoto well: a hard worker but not a grind, exceptionally curious and imaginative," Morris writes. "When they introduced him to the game of poker, he became a fanatical poker player who would stay up all night, winning hand after hand. And what did he do with his poker winnings—lead the good life? No, not at all: he hitchhiked around the country during the summer, exploring America." Years later, as a naval attaché at the Japanese embassy in Washington, D.C., and still a compulsive poker player, Yamamoto gambled with members of the United States military. "Spurred on by his victories," Harris writes, "he developed contempt for the mental agility of his American naval opponents at the poker table."

Yamamoto strongly opposed Japan's entry into the war; he feared American might. But when ordered, he would do his best. As commander of the Combined Fleet, he calculated that to beat the United States, it was necessary to strike first. "Yamamoto wasn't a great poker player for nothing," writes Morris. He resolved, as in poker, to "blow the best player out of the game, good and early….The shame of the Joint Chiefs was their lack of imagination in trying to figure out their opponent. They thought of him as a traditional Japanese who would do everything 'by the book' (just as they did). They failed to consider that maybe, just maybe, Isoroku Yamamoto was more American than they were."

GREEN SURPRISES. Gardens can surprise: often agreeably, as when a puckered, rock-hard seed generates a nasturtium; sometimes otherwise, as when hornworms appear among the tomatoes. To city-dwellers used to getting their vegetables at the supermarket, time spent in a garden can teach many lessons, among them that that unknown bunch of foliage over there has a radish at its root.

The new Harvard Community Garden (below) was built this spring in raised beds of different heights in a 560-square-foot growing space between the front door of Lowell House and Mount Auburn Street. Its mission is "to provide experiential education in sustainable, urban agriculture, and to provide food for students, faculty, and the local community." It was planted—with arugula, mizuna, Swiss chard, Toscano kale, onions, snow peas, peppers, eggplant, and much more—and will be maintained by undergraduates, with advice from various quarters, including the Center for Health and the Global Environment at the Medical School.

Coming along are Sun Gold tomatoes, "my favorite cherry tomato," says Louisa C. Denison '11, of Dudley House and Cambridge, one of the prime movers of the project. "We are excited," she adds, "to be the first generation of Harvard students to grow food on campus. ~PRIMUS V

Photograph by Jim Harrison

FIFTEEN PERCENT OF IMMORTALITY *(continued from page 47)*

ents, and his five sisters involved a contest of "how verbally strong you were. It was all about language and expression, wit, verbal intelligence. Dinner conversations were like sparring matches." Like his father, Wylie entered St. Paul's School, but unlike him, found it "quite snobbish, full of attitudes." His entrepreneurial spirit bloomed, though: he started a small business in cahoots with a cabdriver to ferry St. Paul's students to Boston and supply them, illegally, with liquor. The school dismissed him in 1965, but that didn't preclude his acceptance at Harvard.

In college, he took six courses per semester and lived alone, off-campus, in Somerville; he worked very hard and graduated in three years. Wylie studied with former Emerson lecturer on English literature Robert Lowell (see "The Brahmin Rebel," May-June 2004, page 39) and Harry Levin, then Babbitt professor of comparative literature, whom he persuaded to be his tutor—in part by reciting a long passage from *Finnegans Wake*, of which he says he had learned 17 pages by heart. Albert Lord, then Porter professor of Slavic and comparative literature, taught him to sing Homer in ancient Greek, a talent Wylie used years later to woo and win his first client, I.F. Stone, author of *The Trial of Socrates*.

In the early 1970s, Wylie moved to New York. He drove a taxicab and opened a bookstore in Greenwich Village with his own, "very odd" collection of books (e.g., a German scholarly edition of Heraclites) as inventory. "I had two customers," he recalls: "John Cage and Bob Dylan." Eating the free chicken wings at the legendary Max's Kansas City restaurant brought him into the orbit of Andy Warhol, "who had a tremendous influence on me. He expanded and adjusted my notion of what and how an educated person could think; he had a playful, unconventional approach to reality. There was a very other-worldly atmosphere about him." Wylie also met rock songwriter and photographer Lou Reed, who is now a client and is "as good as François Villon, in my opinion." And he published his own poetry, including the 1972 chapbook *Yellow Flowers*. His literary judgment on his own output: "I figured I wasn't destined to be a poet."

In fact, based on his self-analysis, he might be almost genetically destined to represent writers. "I feel I do not have a personality of my own, so I am constantly in search of a personality," he says. "This might be why I am such a dedicated agent! A writer arrives with a fully formed personality and set of beliefs, powerfully expressed. I become so enraptured by their interests, knowledge, and means of expression that nothing can distract me. My ability to transmit the writer's qualities, to persuasively describe them with admiration, is strong because I have this sort of hollow core: I take on the author's identity. If I spend an hour with Susan Sontag and we walk out of the room together, you won't know which one is Susan!"

If, as he says, he assumes near-ownership of his authors' personalities, that may help explain the ferocity Wylie brings to his defense of their literary assets, aggressively protecting the intellectual property of agency clients newly vulnerable in an online world. When the W.H. Auden estate signed on, the poet's entire oeuvre was available free of charge on the Web, in defiance of copyright law; Wylie assigned five people to work round the clock to shut all the sites down. The lapsing of copyright isn't necessarily an obstacle, either. Wylie is now working with the Royal Shakespeare Company, a team of scholars, Random House, Macmillan, and digital producers to create a First Folio edition of Shakespeare. "If you find a hole like this [there was no First Folio in print in English] in the market and make it your own and protect it with a combination of copyright and the trademark of the Royal Shakespeare Company—a definitive performing troupe—then to all intents and purposes, Shakespeare is who you are," Wylie explains. "And you get paid 10 percent for every copy sold.

"If Lewis Carroll and his estate had properly protected his rights, then global vacationers would be headed to Wonderland instead of Disney World and they'd have a more meaningful vacation experience, because Lewis Carroll is more interesting than Walt Disney," he adds. "And if you could capture the value of Shakespeare, monetize and preserve it, then Microsoft and Google would be subsidiaries of the Royal Shakespeare Company. That's the way I want to organize the world."

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

Fiction for Mortal Stakes

The fatwa that Iran issued in response to Salman Rushdie's 1988 novel *The Satanic Verses* affected his agent, Andrew Wylie, directly. "Tehran was sending out teams of people to kill—Rushdie, primarily, but also those associated with him," Wylie relates. "There was lots of information coming in at warp speed. Visiting Rushdie was an excitement in itself, involving unmarked cars and street corners and high-speed drives going the wrong way down streets. It was a period of intensely heightened experience."

It was also "an act of international terror, a nation condemning an individual from another country to death," he continues. "How do you react to that? Do you cave? Do you withdraw the book from publication? Do you hide and hope it goes away? Or do you stand up to it? It's like a hostage crisis, and Rushdie was effectively held hostage. He and I both felt it was critically important for the publishing world—and for freedom of speech—to arrange for the orderly publication of the paperback edition one year after the hardcover publication."

Normally, that paperback would have appeared in the fall of 1989. Instead, the hardcover publisher, Penguin, declined to publish the paperback edition; furthermore, "each and every publisher in New York refused to publish the paperback or even to participate in the publication of the paperback," Wylie says. "There was a lot of fear, some of it for good reason. The Norwegian publisher of the hardcover was shot three times in the back by a hit squad. But he ordered a reprint from his hospital bed. It was one of American publishing's darkest hours, in my view. The cover for the reaction was, 'I can't put my employees at risk.' The fundamental issue, though, was: Is there freedom of speech, or is there not? It was about having the courage of your convictions." The paperback finally appeared in 1992, from a group of publishers styled "The Consortium." Rushdie is now writing a book on the *fatwa* episode.

Click and Ka-ching

Corporate culture embraces photography.

PHOTOGRAPHERS, business executives, art directors, and socialites flocked to the gallery of New York City's 30 Rockefeller Plaza in September 1934 to view an exhibition of 250 photographic prints by 50 top artistic and commercial photographers of the day. The focus was on advertising and industrial images. Gallery-goers could admire photographs advertising Lucky Strike cigarettes, fashion spreads for *Harper's Bazaar,* and moody images portraying the luxurious lifestyle enjoyed by owners of Chrysler cars. Here was fine art—the venue affirmed that—by a new generation of artists with a modernist sensibility pursuing commercial photography for a living. The exhibition's sponsors were the National Alliance of Art and Industry and the Photographic Illustrators Inc.

In 1935, about 125 of the prints from the exhibition came to Harvard Business School, which at the time was collecting business-related photographs for classroom use and display. (Although marketing had been part of the school's curriculum since 1914, the first full course in advertising, titled "Advertising Problems," wasn't offered until 1932.) Now, Laura Linard, director of Baker Library collections at the school, and her colleagues have revisited the collection and mounted a new exhibition, *The High Art of Photographic Advertising,* which will be on view at the library through October 9 (see www.library.hbs.edu/hc/naai/index.html). The accompanying catalog is by guest curator Melissa Banta.

By the 1930s, photography had become the medium of choice for most print advertising, not drawings. Much of the best was in black-and-white, partly because the techniques of reproducing color were still being perfected. Photographer Margaret Bourke-White explained that color posed "a great element of chance, as many unexpected and peculiar things can happen." Victor Keppler's target and beer, above, is powerful as is, and Gordon Coster's black-and-white images for Lord & Taylor, left, and advertising agency N. W. Ayer, far left, amply illustrate that advertisers understood, as historian Patricia Johnson has written, that "photography could make beauty accessible, lead the way to a happier life, map out the possessions required to transcend class status, and project a perfect world and make it seem available." ~C.R.

HM
See more images from the collection at harvardmag.com/extras

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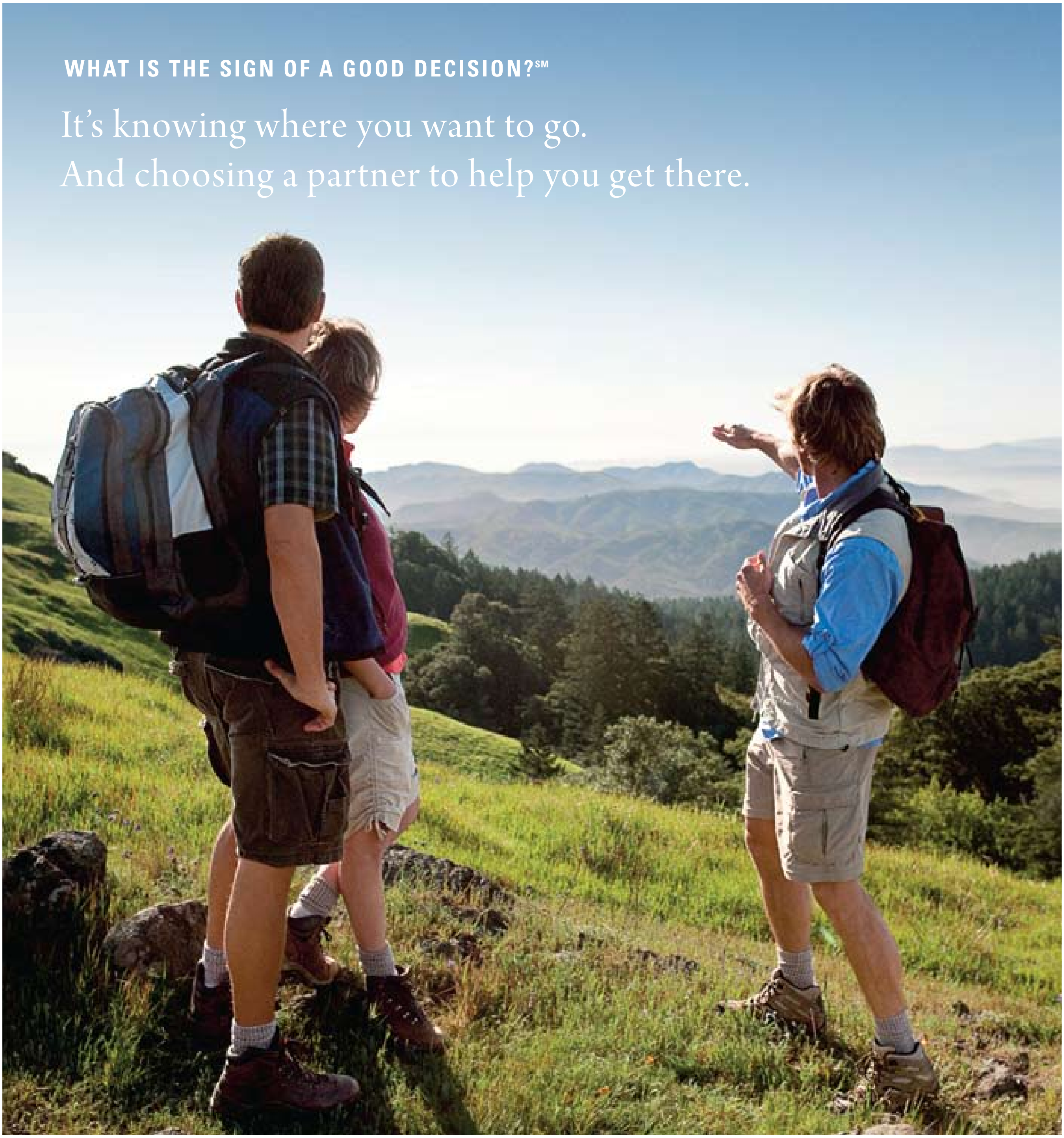

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