Theater's Future • Water Insecurity • Medieval Texts

HARVARD MAGAZINE

JANUARY-FEBRUARY 2012 • $4.95

Caring for Children

The Brazelton Touchpoints Center

JANUARY-FEBRUARY 2012 VOLUME 114, NUMBER 3

HARVARD MAGAZINE

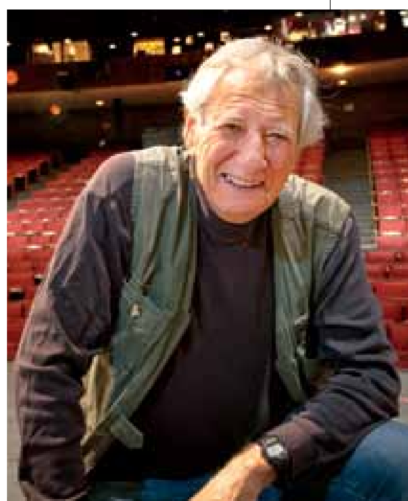

JIM HARRISON

page 52


page 40

COURTESY OF DOLLY SNOW BICKNELL

FEATURES


STU ROSNER

page 34

DEPARTMENTS

On the cover: Sarah McLanahan, a social worker for Little Sisters of the Assumption Family Health Service in East Harlem, plays with Edison and Julie Librado-Vega during a home visit. Photograph by Stu Rosner


NARODNI GALERIE, PRAGUE, CZECH REPUBLIC/THE BRIDGEMAN ART LIBRARY

page 48

Cambridge 02138

Keynesian economics, solar costs, education excesses

BRANDING HIGHER ED

"Bullish on Private Colleges" (by Richard P. Chait and Zachary First, November-December 2011, page 36) lived up to its title until the peroration, when the authors bizarrely observed, "Yet more often than not, the bees actually build the hive: the percentage of tenured faculty ebbs; the number of preprofessional programs rises…schools burnish brands—all without presidential pronouncements."

Huh? If top universities have so far avoided the fate of the Fortune 500, is it because tenured faculty percentages have ebbed and "schools burnish brands"? I think not. Harvard and its sister institutions needn't resort to "branding," since the intellectual life, personified by career scholars, is a cumbersome item to "brand." Contrary to what Chait and First conclude, universities are trying too hard to become businesses, rather than simply becoming.

Ira Braus, Ph.D. '88
West Hartford, Conn.

CREATING COMMUNITY

I read with interest Isabel Ruane's article about her experiences at Camp Onaway (The Undergraduate, November-December 2011, page 63). Her moving account recalled my experience in the early 1970s of living for a week in the vicarage (no refrigerator or central heating) of a working-class Anglican parish in Plymouth,

HM Explore More

Visit **harvardmagazine.com/extras** to find these and other Web Extras from the January-February 2012 issue.

Poet Katrina Roberts '87 (page 15): Hear her read her work.

Red meat consumption and diabetes risk (page 9): Review the "Healthy Eating Plate" nutritional guide created at the Harvard School of Public Health.

Father Paul O'Brien '86 (page 69): Learn in this video how he serves several ethnic groups, reaches out to young men at risk for criminal activity, and keeps his parish vibrant.

The Dumbarton Oaks Medieval Library (page 48): Listen to scholars read Medieval Latin and Byzantine works aloud.

A "Flying Santa" (page 40): Enjoy online-only videos, including the first helicopter flight by Edward Rowe Snow '32 and a 1967 interview.

Brazelton Touchpoints Center (page 27): Read a Q&A with Dr. Brazelton himself. Learn more about the center's work in a narrated slideshow.

VISIT HARVARDMAGAZINE.COM/EXTRAS

FROM TOP: KIMBERLY MINER; ISTOCK IMAGES; DOLLY SNOW BICKNELL; STU ROSNER

Harvard Magazine (ISSN 0095-2427) is published bimonthly by Harvard Magazine Inc., a nonprofit corporation, 7 Ware Street, Cambridge, Mass. 02138-4037, phone 617-495-5746; fax 617-495-0324. The magazine is supported by reader contributions and subscriptions, advertising revenue, and a subvention from Harvard University. Its editorial content is the responsibility of the editors. Periodicals postage paid at Boston, Mass., and additional mailing offices. Postmaster: Send address changes to Circulation Department, Harvard Magazine, 7 Ware Street, Cambridge, Mass. 02138-4037. Subscription rate $30 a year in U.S. and possessions, $55 Canada and Mexico, $75 other foreign. (Allow up to 10 weeks for first delivery.) Subscription orders and customer service inquiries should be sent to the Circulation Department, *Harvard Magazine*, 7 Ware Street, Cambridge, Mass. 02138-4037, or call 617-495-5746 or 800-648-4499, or e-mail addresschanges@harvard.edu. Single copies $4.95, plus $2.50 for postage and handling. Manuscript submissions are welcome, but we cannot assume responsibility for safekeeping. Include stamped, self-addressed envelope for manuscript return. Persons wishing to reprint any portion of *Harvard Magazine*'s contents are required to write in advance for permission. Address inquiries to Irina Kuksin, publisher, at the address given above.

England, and sharing in the life of that community. When I returned home, the awareness slowly percolated through me of how much more content, calm, and generous the people of that community were than the privileged, driven strivers among whom I'd spent my life at elite schools, camps, and places of employment.

The experience ultimately led to my own life-changing decision after I began attending an Episcopal church in New York City and encountered regular reflection on concerns I'd always had but never really articulated for myself: how to live, what to live for, and where to find the much-needed help to make the ongoing effort to live a values-guided life.

In addition to embracing the particular values of kindness and generosity that Ruane highlights, I think it is the fact of making them explicit that contributes to their power. Her article added much-needed balance to the implicit values of achievement and status generally represented in *Harvard Magazine* and other alumni magazines I receive.

Jill A. Becker, M.A.T. '65
Lambertville, N.J.

THE CASE FOR KEYNES

Jonathan gal's "call for change in the economics department" (Letters, November-December 2011, page 4) is indeed timely. His description of Keynes's economic theory as an example of "the failure of central planning" reveals the need for some remedial studies. But his comparison of Keynesianism to "Stalinism, Nazism, monarchism, and theocracy" reveals something more fundamental, and probably not susceptible to improvement by education.

Bruce A. McAllister, LL.B. '64
Palm Beach, Fla.

Jonathan gal's diatribe against Keynesian economics seems misguided. For starters, he conflates Keynesian fiscal policy with "central planning." But the idea is not that government will decide how money will be spent but that it will adjust its taxing and spending to smooth out the market's excesses of alternating boom and bust. It says that the government should save while everyone else lives high, and when bad times lead everyone else to hunker down, sitting on their money, the government should spend.

The market may work marvelously in many ways, but it is subject to periodic vicious cycles, when what is rational for individual actors to do—hunker down in hard times—is destructive for the system as a whole. The market, where we act as social atoms, needs to be supplemented by decisions and actions we take collectively, i.e. through government.

But Gal points to the "failure of Obama's...disaster" as proof of the failure of Keynesian policy. Let it be noted, however, that at the time the Obama stimulus was being proposed, the great neo-Keynesian economist Paul Krugman predicted a failure of precisely the kind we've seen: the size of the hole in the aggregate demand in the U.S. economy, Krugman said in early 2009, was twice as large as the proposed stimulus would be able to fill.

Those who dismiss Keynesian economics often unknowingly contradict themselves. After declaring that "government cannot create jobs," and that the New Deal failed to end the Great Depression, they'll say World War II ended the Depression. That's when the government started spending in quantities corresponding to the magnitude of America's unused capacity. Today, those who refuse to learn from history seem determined to force the rest of us to repeat it.

Andy Schmookler '67
Broadway, Va.

Editor's note: The correspondent is a candidate for Congress in Virginia's sixth district.

ELECTRIFICATION ECONOMICS

Concerning "Time to Electrify" and Michael Jura's comments on his solar panels

WELL SERVED

Lucia whalen, this magazine's circulation and fundraising manager, has decided to pursue a new career, concluding 17 years of gracious service to readers and supporters. As the principal contact for those who need to effect address changes, make a contribution, or untangle some glitch in getting their *Harvard Magazine*, Lucia has, in many ways, been our voice and face to our most important constituents. We thank her for helping thousands of readers—warmly, efficiently, patiently—and wish her the best in her new endeavors.

~irina kuksin, *Publisher*

HARVARD
MAGAZINE

Publisher: Irina Kuksin
Director of Circulation and Fundraising
Felecia Carter
Director of Advertising
Robert D. Fitta
New England Advertising Manager
Abigail Williamson
Designer and Integrated Marketing Manager: Jennifer Beaumont
Classified Advertising Manager
Gretchen Bostrom
Staff Assistant and Gift Manager
Robert Bonotto
Office Manager
Katherine Dempsey-Stouffer

Ivy League Magazine Network
Associate Publisher, Sales
Lawrence J. Brittan, Tel. 631-754-4264
New England and Mid-Atlantic Advertising Sales
Robert D. Fitta, Tel. 617-496-6631
New York Advertising Sales
Beth Bernstein, Tel. 908-654-5050
Mary Anne MacLean, Tel. 631-367-1988
Travel Advertising Sales
Northeast Media Inc., Tel. 203-255-8800
Midwest Advertising Sales
Nugent Media Group, Tel. 773-755-9051
Detroit Advertising Sales
Heth Media
Tel. 248-318-9489
Southwest Advertising Sales
Daniel Kellner, Tel. 972-529-9687
West Coast Advertising Sales
Virtus Media Sales, Tel. 310-478-3833

(Letters, November-December 2011, page 6), I also installed a generating system. My experience is very similar to his. It has been a nice investment…for me. My conclusions differ from his. To me, solar will long be a technology relegated to a minor role. It remains very costly. I suspect if Mr. Jura had to pay the full tab for his project, its 35-year payback would have caused him second thoughts. It is only with access to the wallets of our fellow citizens that solar is economical. Secondly, solar doesn't match my consumption at all. Energy production (when it is not cloudy or raining) occurs every day of the year with a peak at noon. My usage is heavily skewed to evenings and summer. From October to May I generate almost twice my consumption. When I turn the air conditioning on, I am lucky to generate half what I need. Fortunately for Jura and me, our states have passed net-metering legislation that requires our local utility to "store" the excess electricity I produce eight months of the year and return it in the dead of summer (at no charge). Clearly without "real" storage or lots of idle power plants, this is only feasible when solar is a small fraction of production.

Mike Groshans, M.B.A. '84
Tucson

Jura reports that he paid only 40 percent of the total cost of $17,500 for his panels, with the rest coming from a $7,000 payment from the Los Angeles Department of Water and Power (LADWP) and a $3,500 federal tax credit. His annual electricity bill without panels is about $500, and the solar panels will have to be replaced in 25 years.

While these data yield a financial rate of return of 5 percent on Jura's $7,000 investment, they yield a rate of return of minus 2 percent on the entire $17,500. These calculations assume that without solar panels his annual electricity bill would remain at $500 for the next 25 years. But the price of electricity purchased from the LADWP may, of course, rise in the future. Energy Information Administration data show that between 1997 and 2010, the average retail price of electricity rose at an annual rate of 2.8 percent (from 6.85 cents to 9.88 cents per kilowatt hour). Even if one assumes that the retail price of LADWP's electricity will increase slightly faster—by 3 percent annually—over the next 25 years, then the $17,500 investment earns only a zero rate of return.

Jura's experiment suggests that society needs to look at more than the financial rate of return to justify installing the current generation of residential solar panels.

Benjamin Cohen '58, Ph.D. '63
Bethesda, Md.

BUSINESS AND THE ENVIRONMENT

Professor Rebecca Henderson's optimism about the role business does or will play in addressing the world's most urgent environmental problems (Harvard Portrait, November-December 2011, page 58) is naïve, to say the least. Her comments suggest the private sector will respond promptly to the unprecedented need for clean water and sanitation—but if business actually concerned itself primarily with meeting human needs, instead of generating profitable wants, it would have begun working to improve the availability of clean water, etc. long ago. Billions of people in the developing world have lacked access to suitable drinking water for decades. The suffering that results is hardly new. Until or unless their thirst can be turned into a money-making venture (in its way, an awful prospect), it will remain a low priority for business and go unquenched. Yes, business can attend to such problems. But that is not "what business does."

Kate Levine, Ed.M. '03
Portland, Ore.

EDUCATION EXCESSES

Education has become so expensive in the United States [see the letter from Simon Frankel, November-December 2011, page 2] because we have increased the supply of money to students through proliferation of student loans. At nearly $1 trillion, such loans are second only to mortgages as personal debt obligations in this country.

There are discussions of loan forgiveness, relaxing repayment terms, and making loans easier to obtain, but little discussion of the pernicious effects of more money chasing a limited supply of college seats.

SPEAK UP, PLEASE

Harvard Magazine welcomes letters on its contents. Please write to "Letters," *Harvard Magazine*, 7 Ware Street, Cambridge 02138, send comments by e-mail to yourturn@harvard.edu, use our website, www.harvardmagazine.com, or fax us at 617-495-0324. Letters may be edited to fit the available space.

Harvard shares responsibility with other universities for increasing fees. An entering freshman faces tuition, room and board of over $50,000 per year, representing a constant increase that has outpaced inflation by a significant amount for over 30 years.

The facile assumption that education is "worth it" over a lifetime is breaking down.

So: the cause is too much money chasing the same number of places in education, and universities such as my alma mater taking advantage of federal largesse and students' willingness to throw more money at obtaining a degree.

What's the solution? (1) Harvard's faculty and staff should no longer assume their salaries will continue to exceed inflation and nearly all other sectors in the American economy. They should moderate their demands. (2) Harvard should take the lead in determining the cost and payback for an education in strictly financial terms. If the terms have worsened over the past few decades, Harvard should review how it will improve this. (3) Harvard should invest a portion of its endowment in making loans to students, rather than relying on federal largesse. This will tie Harvard's fortunes to the financial outcomes of its graduates.

I've never encountered a situation where the price of the product could continue to exceed inflation for such a long period of time—in fact, the pressures of the market force prices down. In this case, Harvard should take the lead in analyzing excessive study costs, and bring them down to earth.

John Lonergan, M.B.A. '76
Redwood City, Calif.

375TH OBSERVATIONS

Observe Harvard's 375th anniversary logo: an empty shield. Unaccountably, there is neither *Veritas* nor book. One hopes this is not, in the words of University marshal Jackie O'Neill, "what we aspire to be in the future" ("H 375," May-June 2011, page 48).

Danslav Slavenskoj,
A.L.M. '07, CM '07
Boston

ISRAELIS AND PALESTINIANS, PART III

I was amused, reading the letters in the November-December 2011 issue (page 6), that Zionists still promote the operatic scenarios about Palestinian refugees, who supposedly fled in 1948 to facilitate an Arab invasion of Israel. At Harvard, I used to tease Palestinians I knew by asking them if they

left because their leaders told them to go. One exasperated response I remember was that they took off when artillery shells began falling in their neighborhood.

Israeli general Yigal Allon described in his memoirs how they induced Palestinians in the Galilee region to flee in panic by spreading false rumors, through trusting Arab contacts, of an impending invasion.

The UN partition plan divided Palestine into a "Jewish" state with 498,000 Jews and 497,000 Arabs, and an "Arab" state with 725,000 Arabs and 10,000 Jews. Even without reference to the irregular borders, which Zionists complained of, the numbers reveal a clear case of gerrymandering.

When the cease-fire was declared in 1948, Israelis controlled 70 percent of the land area of Palestine. Had they allowed refugees to return, the Arabs would have been in the majority, defeating the aims of the Zionist ideology, which was to solve the problem of anti-Semitism by creating a Jewish state. As historian Arnold Toynbee once pointed out, Zionism and anti-Semitism are an expression of the same statement, that Jews and non-Jews are incompatible.

With the Jewish minority now a majority, the new state of Israel could legally expropriate Arab property through eminent domain and deportation of non-Jews, a process that continues to this very day.

David Mendenhall, Ph.D. '71
Pomona, N.Y.

GINKGO AND MEMORY

As a student of herbal medicine and a traveler to China, I greatly enjoyed Jill Jonnes's article on *Ginkgo biloba*'s unusual genetics ("The Living Dinosaur," November-December 2011, page 31). But I was dismayed by the sidebar, which would leave any reader with the impression that this ancient plant medicine is useless for age-related cerebral disorders. I disagree, as do many researchers. Perhaps the most cited, and still relevant, study is an open trial involving 112 geriatric patients with early dementia showing statistically significant regression of the major symptoms of cognitive decline: Vorberg, G. "*Ginkgo biloba* extract (GBE): a long-term study of chronic cerebral insufficiency in geriatric patients" (*Clinical Trials Journal*, 1985, 22: 149-57). A PubMed check brings up numerous recent positive studies.

Though not a brilliant student at Harvard, I did eventually pursue doctoral studies in medicine, and passed all my board exams with the help of standardized ginkgo—which gives me a near-photographic memory within three days of ingesting 240 milligrams daily. Needless to say, I do not take ginkgo daily (yet), but certainly do prescribe this safe, effective botanical to patients showing cognitive decline.

Emily A. Kane '78
Naturopathic physician
Juneau, Alaska

Peter Del Tredici responds: An exhaustive, eight-year study of the efficacy of *G. biloba* leaf extract (*Jour. Amer. Medical Assoc.* 302 (24), 2663-2670 [December 23/30, 2009]) concluded that, "Compared with placebo, the use of *G. biloba*, 120 mg twice daily, did not result in less cognitive decline in older adults with normal cognition or with mild cognitive impairment." This was a rigorously controlled, randomized, double-blind, placebo-controlled clinical trial of 3,069 patients conducted over a six-year period. It used a high-quality leaf extract (EGb 761) provided by Schwabe Pharmaceuticals of Karlsruhe, Germany, and was very broad in the neuropsychological evaluation of the participants, who were between the ages of 72 and 96. Most earlier studies have been conducted with many fewer people and/or for much shorter time periods, and did not examine the rate of cognitive decline.

Jill Jonnes observes: In the United States, where such products are not regulated (unlike in Europe), consumers cannot even be certain that products labeled as ginkgo *are* ginkgo. Apparently, when herbal or plant-derived substances have been tested, they have not necessarily been the advertised substance, nor of the purported strength.

CORRECTIONS

The feature on Michael Rich's studies of media use and its effect on young people's physical and mental health ("The Mediatrician," November-December 2011, page 48), incorrectly identified the leader of a study his team is conducting in Manchester, New Hampshire; Rich is the principal investigator. The longitudinal study aims to identify media exposures precisely, and specific associated outcomes over time, from obesity to violence to school performance.

The profile of video artist and sculptor Meredith James ("Disruptive Creations," November-December 2011, page 22), misspelled the name of her mother, Amabel.

We regret the errors.

REVOLUTIONIZING CONSERVATISM

Tea Party Passions

The Tea Party is a marvel of modern American politics. What began in February 2009 with a CNBC commentator's tirade against federal support for borrowers with underwater home loans quickly built into a movement that altered the 2010 congressional elections and is now shaping the 2012 Republican presidential field.

In a new book, *The Tea Party and the Remaking of Republican Conservatism* (Oxford University Press), Thomas professor of government and sociology Theda Skocpol and graduate student Vanessa Williamson offer one of the first comprehensive, empirical analyses of this phenomenon, which Skocpol calls "an innovative version" of "recurrent populist upsurges on the right." The authors draw on existing surveys of Tea Partiers and observation of their events, as well as on the in-depth interviews they conducted with dozens of Tea Party activists. Unlike surveys, which Skocpol says ask questions with "precooked" answers, these hour-long interviews allowed Tea Party members to speak for themselves. The researchers could note the words and phrases interviewees used repeatedly, such as "freeloaders" and "take our country back." She and Williamson could also "hear the emotion," she adds. "You hear what they're afraid of, what they're hopeful about."

Local, grass-roots Tea Party activists are generally older than 45, mostly white, and "comfortably" middle class, Skocpol explains. "They're often in their sixties and seventies, so they've had a chance to own a house and accumulate some savings." National surveys indicate that men make up 55 percent of the Tea Party, but the authors observe that women tend to be more active in local groups, often leading them.

Many Tea Partiers own small businesses, or did before they retired, says Williamson; they frequently describe themselves as "proud capitalists" who have worked hard all their lives. And despite their reputation for despising government programs, Skocpol reports that many grass-roots members "are not only collecting benefits from Social Security, Medicare, and veteran programs, but also think these are good programs that are legitimate. Grass-roots Tea Partiers make a real distinction between things that go to people like themselves, who have earned them, and the kinds of government spending…that [go] to low-income people or young people or immigrants," whom they see as undeserving freeloaders.

But the Tea Party is more than these grass-roots activists. Skocpol and Williamson include in the movement conservative media outlets, such as Fox News, and an elite group of big Republican donors and well-funded free-market advocacy organizations, such as Americans for Prosperity,

Photograph by Laurie Noble/ The Image Bank/Getty Images co-founded by billionaire David H. Koch. These parts "sometimes work at cross purposes and sometimes work together," Skocpol explains. Thus grass-roots members may support Social Security, while the advocacy groups seek to radically restructure social programs. Skocpol says such groups associated themselves with the Tea Party to capitalize on the grass-roots enthusiasm, but promote their own agendas.

Many journalists and academics have speculated that the Tea Party emerged in response to the economic downturn, but Skocpol and Williamson conclude from their interviews that hatred of Barack Obama played a bigger role. "'Hatred' is a word they use," Skocpol notes. "He symbolizes things that they're very worried about: tax-and-spend liberal government, asking hard-working Americans to help pay for benefits for freeloaders, and immigration. We don't think it's the color of his skin so much as the fact that he's a black liberal professor with a foreign father."

She is skeptical of the parallels often drawn between the Tea Party and Occupy Wall Street protests, in part because the Occupy protestors have yet to articulate clear goals. "A lot of Americans are pretty pissed off right now," she says. "You could say that these two protests have that in common, but I don't know that they have much else." She also notes a "startling" generational difference: Occupy Wall Street is made up mostly of young adults, while the Tea Party consists overwhelmingly of older adults who tend to distrust young people, particularly those without jobs.

Skocpol and Williamson predict that the Tea Party will continue to influence elections through active participation and fundraising in Republican primaries, forcing candidates to take tough stands on immigration and against universal healthcare. Although the book's research shows that Tea Partiers often believe inaccurate information about public policy (such as specifics of the Affordable Care Act), the authors consider the Tea Party politically sophisticated. "I think a lot of people on the liberal side have this image that grassroots members are uneducated, irrational people," Skocpol says. "That is not correct. Tea Partiers are quite effective organizers, and they're quite pragmatic in their political choices." Their candidate may lose the general election, as Senate hopeful Christine O'Donnell did in Delaware, but O'Donnell's primary victory successfully warned moderate Republican politicians about possible challenges from the right, she points out. Tea Partiers "want to win."

~ERIN O'DONNELL

Editor's note: Theda Skocpol is an incorporator of this magazine.

THEDA SKOCPOL WEBSITE:
www.wjh.harvard.edu/soc/faculty/skocpol
VANESSA WILLIAMSON WEBSITE:
http://scholar.harvard.edu/williamson

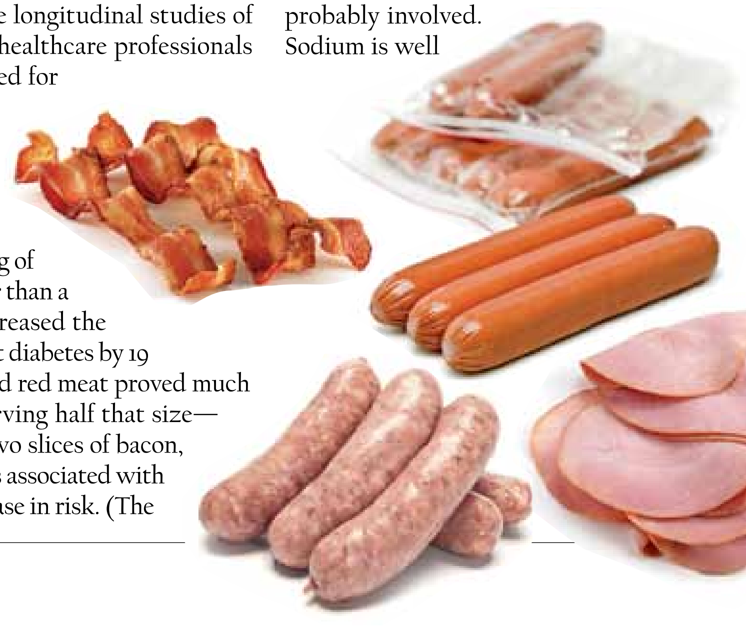
GETTING THE RED OUT

A Diabetes Link to Meat

RED-MEAT CONSUMPTION is already linked to higher levels of colorectal cancer and cardiovascular disease (atherosclerosis, heart disease, and stroke). Now researchers from Harvard School of Public Health (HSPH) have added an increased risk of type 2 (adult onset) diabetes to that list. The incurable illness occurs when the body's ability to control blood glucose levels by means of insulin secretion becomes impaired, either because of "insulin resistance" (when insulin fails to trigger effective glucose uptake by muscle or other tissues), or because production of insulin by beta cells in the pancreas declines.

The HSPH investigators, led by professor of epidemiology Frank Hu and research fellow An Pan, analyzed data from three longitudinal studies of male and female healthcare professionals who were followed for 14 to 28 years. After adjusting for other risk factors, the researchers found that a daily serving of red meat no larger than a deck of cards increased the risk of adult-onset diabetes by 19 percent. Processed red meat proved much worse: a daily serving half that size—one hot dog, or two slices of bacon, for example—was associated with a 51 percent increase in risk. (The average 10-year risk of getting diabetes for U.S. adults is around 10 percent.)

Why is red meat harmful? "Saturated fat, which can lead to cardiovascular disease, is really just the beginning of the story," explains Hu. Even though it is "difficult to pinpoint one compound or ingredient" as mechanistically linked to diabetes risk, three components of red meat—sodium, nitrites, and iron—are probably involved. Sodium is well

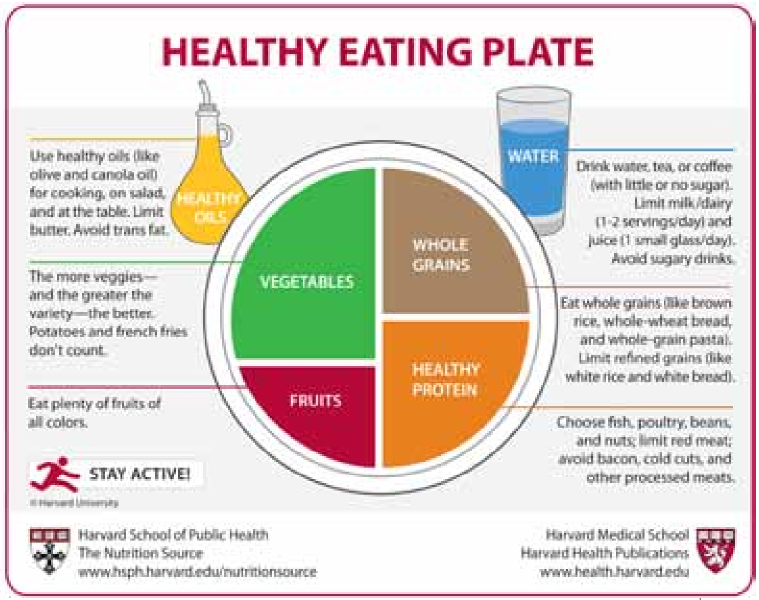


ISTOCK IMAGES

known to increase blood pressure, but it also causes insulin resistance; nitrites and nitrates have also been shown to increase insulin resistance and to impair the function of the pancreatic beta cells. Iron, although an essential mineral, can cause beta-cell damage in individuals with hereditary hemochromatosis (a disorder in which the gastrointestinal tract absorbs too much iron), and heme iron—the readily absorbable type found in meat—at high levels can lead to oxidative stress (and cell damage) and systemic, chronic inflammation in some people.

Visit harvardmag.com/extras to read more about Harvard's "Healthy Eating Plate."

The study found that substituting other foods—such as whole grains, nuts, low-fat dairy, fish, and poultry (listed in order of effectiveness)—for meat substantially lowered diabetes risk. (Beans were not part of the study because consumption levels are so low, but Hu says that the benefits would likely be similar to consumption of other plant-based foods.) The findings of the group, which included Stare professor of nutrition Walter Willett and Brigham professor of women's health JoAnn Manson, agree with the advice presented in a "Healthy Eating Plate" (HSPH's answer to the U.S. government's MyPlate dietary guidance), on which neither dairy products nor meat are represented visually. The Healthy Eating Plate emphasizes vegetables, fruits, whole grains, and healthy proteins such as those listed in Hu's study; recommends avoiding processed meats entirely; and shows a glass of water, rather than a glass of milk, beside the plate. "We don't need to remove red meat from the diet entirely," says Hu. "Americans just need to move meat from the center of the plate to the side of the plate." ~JONATHAN SHAW



FRANK HU E-MAIL ADDRESS:
frank.hu@channing.harvard.edu

MORAL MINDED

The Biology of Right and Wrong

Philosophers have long debated the foundations of moral decision-making. "Rationalists" from Socrates to Immanuel Kant argued that people should rely on intellect when distinguishing right from wrong. "Sentimentalists" like David Hume believed the opposite: emotions such as empathy should guide moral decisions.

Now Hazel associate professor of the social sciences Joshua Greene, a philosopher, experimental psychologist, and neuroscientist, is trying to resolve this dispute by combining brain-scanning technology with classic experiments from moral psychology to provide a new look at how rationality and emotion influence moral choices. His work has led him to conclude that "emotion and reason both play critical roles in moral judgment and that their respective influences have been widely misunderstood."

Greene's "dual-process theory" of moral decision-making posits that rationality and emotion are recruited according to the circumstances, with each offering its own advantages and disadvantages. He likens the moral brain to a camera that comes with manufactured presets, such as "portrait" or "landscape," along with a manual mode that requires photographers to make adjustments on their own. Emotional responses, which are influenced by humans' biological makeup and social experiences, are like the presets: fast and efficient, but also mindless and inflexible. Rationality is like manual mode: adaptable to all kinds of unique scenarios, but time-consuming and cumbersome.

"The nice thing about the overall design of the camera is that it gives you the best of both worlds: efficiency in point-and-shoot mechanisms and flexibility in manual mode," Greene explains. "The trick is to know when to point and shoot and when to use manual mode. I think that this basic design is really the design of the human brain."

Unlike earlier philosophers, he can test his theories with neuroscientific instruments. His primary tool is functional magnetic resonance imaging (fMRI), which takes advantage of the fact that many mental functions are localized to specific areas of the brain. Deliberative reasoning, for instance, is housed in the prefrontal cortex, whereas the amygdala is considered the seat of the emotions. By monitoring blood flow to these areas, fMRI allows Greene and his colleagues to observe exactly when someone is relying on "manual mode" or "automatic settings."

For one experiment (published in *Neuron* in 2004), Greene asked his subjects how they would respond to a moral dilemma known as "the trolley problem," which involves pushing an innocent stranger in front of a speeding trolley in order to save five other strangers from being killed. Despite the utilitarian value of killing a single stranger, most respondents said that doing so would be morally wrong: the thought of pushing an innocent person to his death was too much. Yet a handful of subjects said they *would* end the stranger's life in order to rescue the others, and Greene found that this group exhibited increased activity in the dorsolateral prefrontal cortex, a brain region he calls "the heart of manual [i.e., rational] mode."

More recently, though, Greene's research has led to a slight alteration in his camera analogy. In a series of experiments published in *Neuron* in 2010, he used fMRI to further explore the interface between rationality and emotion. Again he scanned the brains of subjects responding to the trolley problem, but this time he repeatedly altered the number of lives at stake and the likelihood that the victims could be saved. With 40 lives on the line and a 95 percent chance of their deaths without intervention, for example, nearly every test subject was willing to sacrifice one life to save the rest. But with 15 people at risk and a 50-50 chance for their survival, Greene reports, "[R]espondents were split down the middle as to whether they would intervene."

As his subjects considered these variations, they all showed increased activity in brain areas that assign emotional value to items like food and money (the ventral striatum and the insula) and also in a region thought to integrate different approaches to decision-making (the ventromedial prefrontal cortex). These systems are evolutionarily older than the rational brain. Moral decision-making, Greene believes, "involves a whole lot of systems in the brain that are not specifically devoted" to that task alone; his results illustrate that even when humans are considering hypothetical moral scenarios or calculating abstract probabilities, they rely to some extent on emotions for guidance.

Thus rationality, unlike "manual mode" on a camera, cannot function independently of emotion, even in people who tend to be more rational—or utilitarian—decision-makers. "Reason by itself doesn't have any ends, or goals," Greene says. "It can tell you what will happen if you do this or that, and whether or not A and B are consistent with each other. But it can't make the decision for you."

Visit harvardmag.com/extras to view a video of Joshua Greene discussing the deciding brain on *Charlie Rose: The Brain Series.*

Yet even though emotions will probably always affect people's decisions, Greene thinks their input can—and should—be minimized in certain scenarios. By learning more about the neurological mechanisms of moral decision-making, he hopes that people may one day improve the judgments they make. "I think that we are too willing to rely on our automatic settings," he says. "Our [emotions] are there for a reason and they do a lot of good, but they also get us into trouble in situations that they weren't designed for."

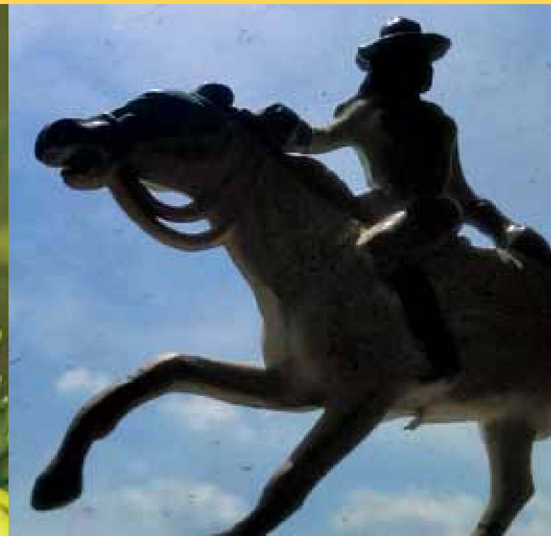
~PETER SAALFIELD

JOSHUA GREENE E-MAIL ADDRESS:
jgreene@wjh.harvard.edu
JOSHUA GREENE WEBSITE:
www.wjh.harvard.edu/~jgreene

JILLIAN DITNER

New England

REGIONAL SECTION



Extracurriculars

SEASONAL

Sanders Theatre
www.boxoffice.harvard.edu
617-496-2222
• January 14 at 7:30 P.M.
A Joyful Noise. This annual concert honors Martin Luther King Jr. and features the Harlem Gospel Choir.

DANCE

http://ofa.fas.harvard.edu/boxoffice
627-496-2222
http://ofa.fas.harvard.edu/dance
617-495-8683
Harvard Dance Center, 60 Garden Street.
• January 24, 5-6:30 P.M.
Boston Ballet choreographer Jorma Elo conducts a master class. Free and open to the public.
• January 27 at 7 P.M.
The ***Boston Ballet Dance Talk*** series offers a special preview of Jorma Elo's "Sharp Side of Dark," Christopher Bruce's "Rooster," and Jiri Kylian's "Bella Figura." The three choreographers will be on hand to discuss their work. Free and open to the public.

MUSIC

• January 29 at 4 P.M.
http://ofa.fas.harvard.edu/boxoffice
617-496-2222. Harvard Memorial Church.
The debut of ***Héloïse and Abélard,*** an opera by John Austin '56, LL.B. '60, is performed by the University Choir and guest soloists and musicians, conducted by Gund University organist and choirmaster Edward Elwyn Jones.
• February 17 at 8 P.M.
www.harvardclub.com; 617-536-1260
www.hcs.harvard.edu/-jazz
374 Commonwealth Avenue, Boston
The Harvard Club of Boston Jazz Combo Festival features original arrangements by Harvard student ensembles. Free and open to the public.

THEATER

American Repertory Theater
www.americanrepertorytheater.org
617-547-8300 (box office)
617-495-2668 (general number)
• January 18-29
As You Like It. The pastoral comedy by Shakespeare is directed by David Hammon and features the ART Institute's class of 2012. Loeb Drama Center, 64 Brattle Street.
• February 11 through March 11
Wild Swans. The world premiere of a play based on the biography *Wild Swans: Three Daughters of China,* by Jung Chang. Loeb Drama Center, 64 Brattle Street.
www.cluboberon.com/events/donkey-show-0. 617-496-8004.
• Saturdays at 8 P.M. and 10:30 P.M.
The Donkey Show, a high-energy Studio 54 adaptation of *A Midsummer Night's Dream.* Oberon Theater, 2 Arrow Street.

NATURE AND SCIENCE

The Arnold Arboretum
www.arboretum.harvard.edu; 617-384-5209
• January 14 through March 11, with an artists' reception on February 18, 1-3 P.M.
Aviflora: Plants and Birds That Love Them features bird photographers Ted Bradford, Brooks Matthewson, and Eduardo del Solar.

The Harvard-Smithsonian Center for Astrophysics
www.cfa.harvard.edu/events/mon.html
617-495-7461; 60 Garden Street
On January 19 and February 16 there are Observatory Night lectures at 7:30 P.M., followed by stargazing if weather permits.

Left to right: "Horseshoe crabs," by Piotr Naskrecki, Harvard Natural History Museum; "Magnolia Warbler in Canadian Yew," by Brooks Matthewson, Arnold Arboretum; and "Unfinished Business," BlackBerry photo, 2011, by Annette Lemieux, at the Carpenter Center for the Arts

FROM LEFT TO RIGHT: PIOTR NASKRECKI/HARVARD NATURAL HISTORY MUSEUM; BROOKS MATTHEWSON/ARNOLD ARBORETUM; ANNETTE LEMIEUX/CARPENTER CENTER FOR THE ARTS

NEW ENGLAND REGIONAL SECTION

FILM

The Harvard Film Archive
http://hcl.harvard.edu/hfa
617-495-4700
• January 20-30
The Complete Robert Bresson celebrates the work of the French filmmaker.
•February 3-5
We Need to Talk About Kevin will be screened, along with other works by Scottish independent filmmaker Lynne Ramsay.
•February 24-26
Whit Stillman '73 will discuss his films, including his debut success, *Metropolitan*.

EXHIBITIONS & EVENTS

Carpenter Center for the Visual Arts
www.ves.fas.harvard.edu; 617-495-3251
• Opening February 14, with panel discussion and reception on February 16 at 6 P.M. ***Unfinished Business: Selected Works by Annette Lemieux.*** The VES professor investigates the personal and poetic connection to the life of objects.

Peabody Museum of Archaeology and Ethnology
www.peabody.harvard.edu; 617-496-1027
• February 9 at 5:30 P.M.
"Trash Talk" Lecture Series: "Terrible and Charismatic Waste: A Close Reading of Ocean Plastics."
• Continuing: ***Shooting for Peace: Youth Behind the Lens.*** Photographs by young people fleeing rural violence in Colombia.

Harvard Museum of Natural History
www.hmnh.harvard.edu; 617-495-3045
• Opening February 18
Mollusks: Shelled Masters of the Marine Realm reveals mollusks' diversity and recent scientific discoveries about them.
• Continuing: ***Relics: Travels in Nature's Time Machine, Photographs by Piotr Naskrecki.*** Stunning images of creatures remarkably unchanged by evolution.
• Continuing: ***New England Forests.***

Harvard Art Museums
www.harvardartmuseums.org
617-495-9400
More than 600 objects from the Fogg, Busch-Reisinger, and Sackler Museums are on display.

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

COLDWELL BANKER
RESIDENTIAL BROKERAGE

GAIL ROBERTS & TEAM

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

CAMBRIDGE, MA
Harvard Square – Just renovated, dramatic 15-room home. Living room w/ coffered ceiling & fireplace; dining room w/ fireplace & built-ins; eat-in-kitchen w/ granite & stainless opens to family room; master w/ fireplace, glass doors to deck & spa bath. Landscaped grounds & garage. $3,750,000

CAMBRIDGE, MA
A short distance to Harvard Square off Brattle Street on almost ½ an acre of secluded landscaped grounds is this unique 9+ room shingle and glass contemporary residence. Every room has its own leafy outlook – on a courtyard, patio, terrace or a planting bed. Garage plus ample extra parking. $2,900,000

CAMBRIDGE, MA
Handsomely renovated West Cambridge 10-room Single w/ wonderful open floor plan. 5 beds, 4 ½ baths, 4 fireplaces, kitchen (Viking range & Sub-Zero) open to family room w/ French doors to deck & garden, 4 balconies, large master, LL w/ separate entrance & 2-car garage. $2,625,000

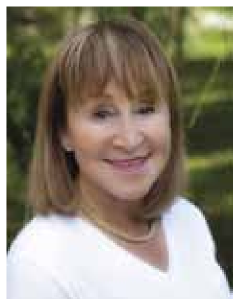
CAMBRIDGE, MA
Renovated 3+ bed, 2 ½ bath townhouse. 22' Living room w/ built-ins; Dining room w/ gas woodstove; 18' eat-in-kitchen w/ silestone counters & stainless; 20' master w/ skylights, balcony & bath. C/A & 2-car parking. Near Davis Sq. & the shops & restaurants of Mass. Ave. $705,000

WATERTOWN, MA
Carved out of a handsome stone church – this renovated condo w/ 3,850 square feet has been elegantly & innovatively designed w/ a 4-story bell tower w/ unparalleled views. Exquisite finishes include 18' coffered ceiling, fireplace, large arched windows & doorways. 15 minutes from Boston. $1,190,000

CAMBRIDGE, MA
Porter Sq. - 4 bed, 3 ½ bath townhouse in an urban oasis w/ landscaped grounds & meandering walkways. Living room w/ 2 balconies; dining/kitchen w/ cherry & granite; 1st floor guest suite & family room w/ glass doors to deck & yard. C/A & covered parking. Near the "T", shops & restaurants. $699,000

SOMERVILLE, MA
Union Square - Completely renovated. Great room w/ fireplace leads to 40' stone patio w/ bamboo fencing. Chef's kitchen w/stainless & granite. Master w/ walk-in closet & bath w/ 7'x4' dble shower, 2 sinks & stone floor. C/A, storage & 2-car parking. $378,000

SOMERVILLE, MA
2-family perfect for rental or conversion. 1st floor unit has a living & dining room, eat-in-kitchen, enclosed porch, 2 beds & a bath. 2nd unit has an open living/dining, eat-in kitchen, enclosed porch, 3+ beds & a bath. Fenced yard & 3 car parking. $449,000



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

Abiding Our Own Minds

Regional retreats offer quietude and the promise of insight. • *by Nell Porter Brown*

The Insight Meditation Society

IMS's Forest Refuge

The Abode of the Message

CLOCKWISE FROM LEFT: IMS/EMILY CARPENTER; IMS/LOU ALBERT; THE ABODE OF THE MESSAGE

Sousan Abadian, a fellow at MIT's Dalai Lama Center for Ethics, has traveled as far as the Amazon River and the mountainous peaks of Peru seeking spiritual growth. "My most powerful retreats," she reports, "have been those I've done in the natural world, sometimes in my own backyard, where I have basically sat for hours at a time, sometimes days."

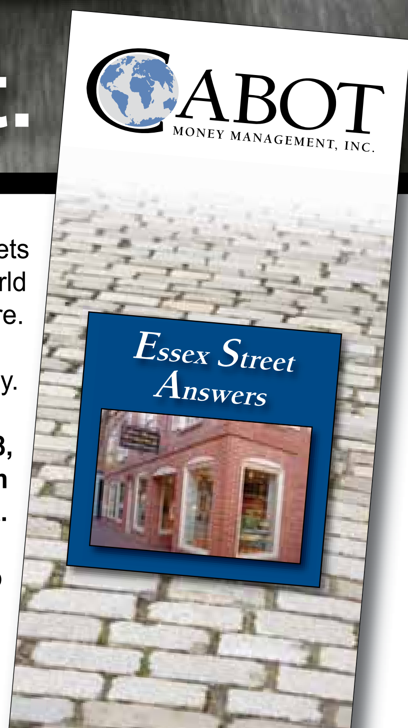
These meditations, practiced alone or with a group, have helped quiet her "inner dramas" and her active academic mind. (Abadian, A.M. '87, M.P.A. '88, Ph.D. '99, focuses on the impact of collective trauma on indigenous peoples; see "Trail of Tears, and Hope," March-April 2008, page 39.) "When we are so busy in daily life, we are not conscious of the other messages we get, particularly from our hearts and souls and bodies," she asserts. "Retreats allow us to access and strengthen subtle capacities and to hear ourselves and others on a different level."

As Abadian has discovered, one need not travel to exotic locales to turn inward. For individuals who want some time and space to reflect, away from the hubbub, New England offers a surprisingly wide array of sanctuaries and retreats, from those run by Buddhists and Sufis and traditional Western religious groups to others representing different kinds of spiritual or ethical organizations, such as Sirius, a regional offshoot of the Scottish Findhorn Foundation.

Most promote spiritual learning through quietude in a natural setting. Visitors are generally expected to respect an atmosphere focused on reflection, prayer, and worship, or even maintain strict silence. The degree of religious adherence varies; some retreats emphasize scriptural teachings and private consultation with spiritual advisers, while others focus on devotional practices related to meditation, ecological communion, yoga, or other mind-body exercises.

In the Buddhist tradition, retreats are considered "'deeper practice' that help us to reconfigure our sense of self and ourselves in relation to the world," says Boston psychotherapist Christopher Germer, a clinical instructor in psychology in the department of psychiatry at Harvard Medical School and a practicing Buddhist.

A founding member of the Institute for Meditation and Psychotherapy (www.meditationandpsychotherapy.org), Germer has attended countless retreats and now leads them for fellow psychotherapists through both the institute and the Barre Center for Buddhist Studies (www.dharma.org/bcbs), in western Massachusetts. (He and Ronald D. Siegal, assistant clinical professor of psychology at HMS, have co-edited *Wisdom and Compassion in Psychotherapy: Deepening Mindfulness in Clinical Practice*, forthcoming from Guilford Press, which was inspired by a 2009 HMS



From our brick-and-mortar storefront on the cobblestone streets of historic Salem, Massachusetts, we set out to travel to the world in search of new opportunities to help secure your future.

Discover the value of highly personalized service and our global investment strategy.

We invite you to call us at 800-888-6468,
visit eCabot.com
...or come visit us on Essex Street.

Request your complimentary copy of “Essex Street Answers,” our insightful guide to wealth management that answers some of life’s most challenging questions.

Find solace
Visit harvardmag.com/extras for a list of more New England sanctuaries.

conference on the subject attended by the Dalai Lama and scholars, scientists, and therapists from across the country.) "Mindfulness has become probably the dominant paradigm of psychotherapy," he says. Those in the field attend retreats themselves to learn how to meditate and apply the practice to working with patients. "They also come to be refreshed and renewed—to manage fatigue," he explains. "Caregivers need to care for themselves."

Generally, people "in any denomination are entering a retreat to feel better," Germer says. In his estimation, every retreat, regardless of its spiritual orientation, probably alters our sense of self—whether in relation to a specific struggle or source of grief, to the universe, to God, or as a means of loving and living more compassionately with others. "Just like spokes on a wheel,

Gonzaga Eastern Point Retreat House

www.easternpoint.org
978-283-0013

Gonzaga Eastern Point Retreat House, run by Jesuits in an old stone mansion on the ocean in Gloucester, Massachusetts, "is known for its sacred silence," says its director, Father John P. Murray. "And most people would say that it is in the silence they meet God."

Retreats lasting from four to 30 days follow the *Spiritual Exercises* drawn up by Saint Ignatius of Loyola (founder of the Jesuits) in the early 1500s, based on his own conversion experience. Retreatants meet daily with a spiritual director, attend communal worship and mass, and are free to pray in a chapel or to find comfortable nooks throughout the beautiful, very large house. "The whole key to the *Spiritual Exercises* is freedom," Murray says. "The interior freedom... may include the use of music (through headphones) and books and art. So we provide a spiritual library. We have three we all end up in the same hub; ultimately everyone gets to the same place through a committed practice," he explains. "The question that may arise is: What is the best path? And the answer is: The path you are most committed to."

Spiritual retreats are *not* spa vacations. They do not typically involve fluffy-towel pampering and pedicures, much less personal computers or electronic communications; many even prohibit books and music. Germer says silent retreats in particular raise the essential question: How do I abide my own mind? "As writer Anne Lamont says, 'My mind is a neighborhood I try not to go into alone.'"

Entering into silence or quietude for even a few days, Abadian notes, shuts off the usual avenues of distraction: family and job duties, the Internet, household chores. She has spent formative time at The Abode, a Sufi retreat center in New Lebanon, New York, walking trails and sitting in silent meditation. "When you get rid of all your outer distractions," she explains, "your in-

chapels where the Blessed Sacrament is observed. The dining room faces the ocean and also has many places for people to sit quietly and write."

Meals are communal and accompanied by classical music. Guests are housed in single rooms (there are more than 50 bedrooms), so there is adequate privacy, even though bathrooms are shared. In good weather, many questers take walks or scramble along the rocky shoreline in search of a place to sit and read or pray. "It's very simple and comfortable, and people like it," reports Murray. "We are crowded all the time, although the quieter months are February and March. We have a waiting list and reservations should be made six months in advance."

Gonzaga Eastern Point Retreat House

GONZAGA EASTERN POINT RETREAT HOUSE

ner distractions show up—and whatever emotions you have stuffed down and not dealt with tend to bubble to the surface: anger, sadness, frustrations. The processes suggested by your [retreat] guide are designed to move you through these emotions—to acceptance and greater clarity."

Cambridge psychotherapists Susan and Bill Morgan recently began participating for the third year in an extensive silent meditation retreat at the Forest Refuge, a retreat for seasoned practitioners that is part of the Insight Meditation Society (www.dharma.org), a sister organization to the Barre Center for Buddhist Studies. The Morgans live in separate rooms but share silent meals and sit next to each other in the meditation hall, where she arrives every day at 4:30 A.M. By 6:15 A.M., there is chanting with fellow retreatants, then communal breakfast.

"The encouragement is to unplug from this world," says Susan Morgan. Phone contact is discouraged, as are reading and writing: "You might take a few notes or read spiritual literature to stay focused," she says. But mostly she meditates, walks, and chants. The goal is "to learn how to straddle that line between participant and observer all the time," she says, "and learn how to meet all of experience with a certain amount of equanimity."

The silence has already made her keenly aware of the daily barrage of mechanical and electronic noise and of advertisements, along with the compulsion to socialize. "I think there is an excess of idle chatter. People have a hard time being alone," she says. "It's powerful coming out of retreat and feeling more acutely the pulse, vibration, and the intensity of the world," she says, "It is the speed, the aggression, and the bombardment of sensory stimuli that are most notable. You appreciate how much sensory stimulation we are experiencing just trying to get through the day."

HM▸ Visit harvardmag.com/extras to view more photographs of New England's sanctuaries.

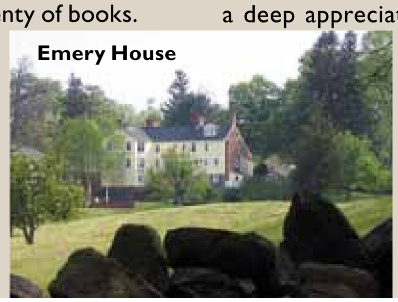
In 2012 Morgan will return to Cambridge only once every three months to see clients in her private psychotherapy practice. She is confident that they will benefit from her experience. Silent retreat, she says, makes one cognizant of impermanence and of the constant passage of time. "You are aware of mortality every day; that is a huge part of the retreat experience. 'If this was your last day on earth, how do you want to live it? Where do you want to point your boat? Do you even know?'" are questions that keep arising. She has found that the meditation practices help

The Society of St. John the Evangelist

www.ssje.org
617-876-3037, ext. 10

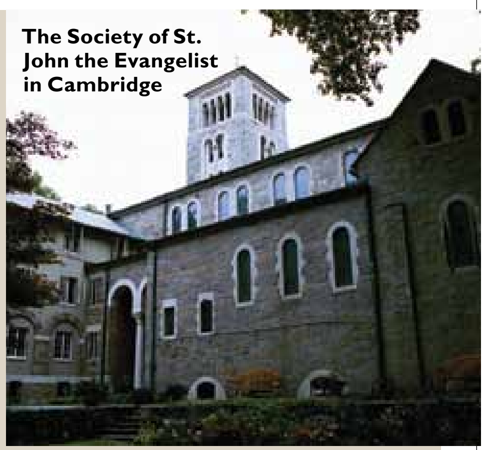
The Society of St. John the Evangelist, a small monastic community of the Episcopal Church, has two locations with open chapels and retreat accommodations. One is the Colonial-era Emery House (with more modern guest cottages down the hill) on nearly 150 acres of forests and rolling fields along the Merrimack River in West Newbury, Massachusetts. The other monastery is along Memorial Drive in Cambridge (on land originally donated to the society by Isabella Stewart Gardner): a Romanesque-looking, 1920s stone structure facing the Charles River that recently underwent an $11-million renovation. Twelve guest rooms are available there, with simple furnishings and access to a communal kitchen for snacks and drinks and to a living room with comfortable chairs and plenty of books.

In both places, silence is observed even during meals (which are shared with the monks), although classical music is played and, in Cambridge, one brother recently read aloud from a biography of Dietrich Bonhoeffer during dinner.


Emery House

Retreatants are welcome Tuesday through Sunday during every month but August; most stay three or four days at a time, and many return annually. "People come here for all sorts of reasons; we've had believers and non-believers, Jewish people, and all stripes of Christians," says James Koester, the senior brother at Emery House, who has lived there for 20 years. He does the cooking and the chores necessary to run the property (like feeding the chickens, mowing the fields, and tending the beehives) along with two other brothers. "What we're offering is an opportunity to share our life of community and prayers," he explains. "The way to commune with God here is through nature."

Even those visitors underprepared to spend their days in silence have left with a deep appreciation of how that practice slows them down and accentuates the sounds of the birds, the wind, the rushing river—often sounds they have never really listened to before, Koester reports. "The gift of silence allows people to start to listen to God speaking and to experience being in the world in a different way," he adds. "Sometimes people sit silently and just watch the light on the landscape change throughout the day." Daily mass, prayers, and Eucharist are optional for guests, as is arranging private counsel with the brothers.


The Society of St. John the Evangelist in Cambridge

The atmosphere at both of the society's retreats is peaceful and open as long as guests are respectful of life there. Artists can paint, for example. And when asked if alcohol is permitted, Koester smiles. "We don't look through people's luggage. If a little toddy at the end of the day is something they find helpful, that's fine," he says. "I know I do."

THE SOCIETY OF ST. JOHN THE EVANGELIST

The Isabella Freedman Jewish Retreat Center

http://isabellafreedman.org
860-824-5991

The Isabella Freedman Jewish Retreat Center in Falls Village, Connecticut, offers year-round programs, is home to a six-acre organic farm, and promotes "community and pluralism and ecological consciousness," according to program manager Adam "Segulah" Sher.

A popular annual meditative retreat, "The Gift of Silence," runs from Christmas Day to New Year's Day, and another one is planned for the summer. Other kinds of group religious retreats, as well as educational classes and workshops, are offered throughout the year. There is a glass-walled synagogue overlooking a lake and the Berkshire foothills. Shabbat and prayer services are offered at specific retreats. The kitchen and dining room are glatt kosher, but the retreat is flexible about Shabbat and other religious practices. "If you want to use your cell phone on a Saturday," Sher notes, "nobody will question that."

There is also plenty of opportunity to rest and relax in this camp-like environment. Most of the visitors live in cities and enjoy coming to learn about organic farming practices—the center grows its own vegetables, raises animals, and produces dairy products—and experience the natural beauty. The campus has numerous walking and hiking trails, and people swim and boat on the lake. "It's so dark at night you can see the stars," Sher says. "We build a fire in winter and people sit quietly. People feel they can create their own retreat experience."

The Isabella Freedman Jewish Retreat Center

THE ISABELLA FREEDMAN JEWISH RETREAT CENTER "cultivate wise, caring attention in life. I am able to stay present with what is happening and not be swept under by the waves of emotion and reactivity. Mindfulness creates a space that allows us to make more skillful and compassionate choices as we move through the world and interact with others. The process is about discovering how to use this one life well."

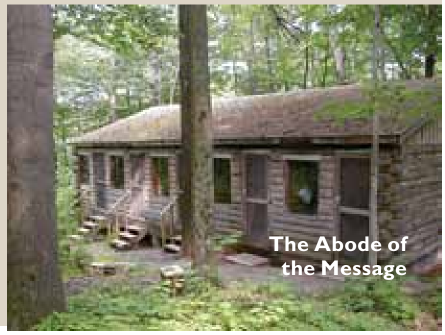
The Abode of the Message

www.theabode.net
518-794-8090

The Abode of the Message is a Sufi retreat center located just over the Massachusetts border, in New Lebanon, New York. Built in 1785 as the Mount Lebanon South Family Shaker Village, The Abode is now a community of the Sufi Order International. Many original structures and furnishings are still in use and the campus sits on 400 acres that include an organic farm, a pond, and hilly trails into the Berkshires.

"There are many ways to be here depending on what you are looking for," notes programs manager Amalae McCloud. There are individual silent retreats, done alone or with experienced Sufi guides (many of whom live at The Abode), that last anywhere from three to 40 days; retreats run by outside groups—Catholic, Jewish, Tibetan, for example; or guests may also create their own "rest and relaxation" retreats. Massages and other body treatments are available. No prior knowledge of Sufism is necessary, nor do guests need to be exclusively interested in that practice. "Love, peace, and harmony are the three most important things here," says McCloud. Classes and workshops on Sufism and other religious and spiritual practices are offered daily; all, as well as the universal worship on Sundays, are open to everyone.

The main house has guest rooms, but there are also cabins and huts. Silent retreaters have simple, mostly vegetarian, meals delivered to them, while others eat together in the dining hall. The local natural beauty alone may be enough for some to book a stay at The Abode. Wooded hikes and mountain climbs offer majestic views. There is even a bridge suspended over a cliff, affording a sense of "standing in mid-air," McCloud reports. "Some like it as a meditation spot. It's like a bridge to nowhere. Others are too scared to go out there.


The Abode of the Message
THE ABODE OF THE MESSAGE

Erbaluce's Simple Elegance

Sensuous Italian fare in Boston

COURTESY OF ERBALUCE

Above: Erbaluce's minimalist décor lets the food shine.

Italian white eggplant is creamier and sweeter than its purple sisters. At Erbaluce in Boston's Bay Village, chef Charles Draghi, A.L.B. '92, roasts slices of it to a custard-like consistency, wraps them around fresh ricotta, then drapes the soft mound with warm dark chocolate ganache garnished with orange chunks soaked in saffron and honey.

This seasonal Amalfi Coast dessert is just one example of how Draghi lifts every rustic dish on his menu to a level of novel elegance. He is unafraid to create bold flavors and textures, but they never overwhelm the core nature of the eggplant, rabbit, fish, or whatever is being served. And he typically does it without much help from olive oil, butter, or cream. Instead, sauces are made from vegetable essences and leftover cooking juices merged with herbs plus dustings and shavings of this and that. These methods give the food at Erbaluce—among the best Italian fare in Boston—clear, richly complex flavors without weighing the diner down.

Take the appetizer of razor clams from Duxbury, Massachusetts ($14). They are steamed gently in white wine, fennel, green peppercorns, garlic, and thyme. The broth, sopped up with crunchy toast, tasted of the earth and sea with a strong note of citrus. The roasted cauliflower florets (and delicious stems), seasoned with sage and Taleggio cheese ($11), are cooked to yield both crunchy and tender edges. They had the heft of meat, and were accented by plump cooked raisins and sharp-tasting capers.

The menu changes daily, depending on available ingredients. But it often features rabbit and veal, along with one of Draghi's signature dishes: wild boar with wild Concord grapes and lavender sauce ($34).

We had a sole fillet entrée that came coiled around coral-colored lobster roe over fava beans that were surrounded by a tangy tomato sauce swirled into a yin-yang pattern ($27)—beautifully presented, like every dish here. The shiny, silver roasted whole mackerel ($22) came in a light gravy tinged with garlic and a salad of shredded kale and shaved white turnip slices with a sweet and sour nip. The accompanying fava beans, cooked until just tender, tasted faintly Moroccan, of cinnamon and roses.

The "Amalfitana" eggplant with dark chocolate was one of the best desserts we'd had in years, but so was the jiggly, pale panna cotta, surrounded by bright purple *coulis* made from Concord grapes; several luscious globes, like great wine, changed flavors in the mouth.

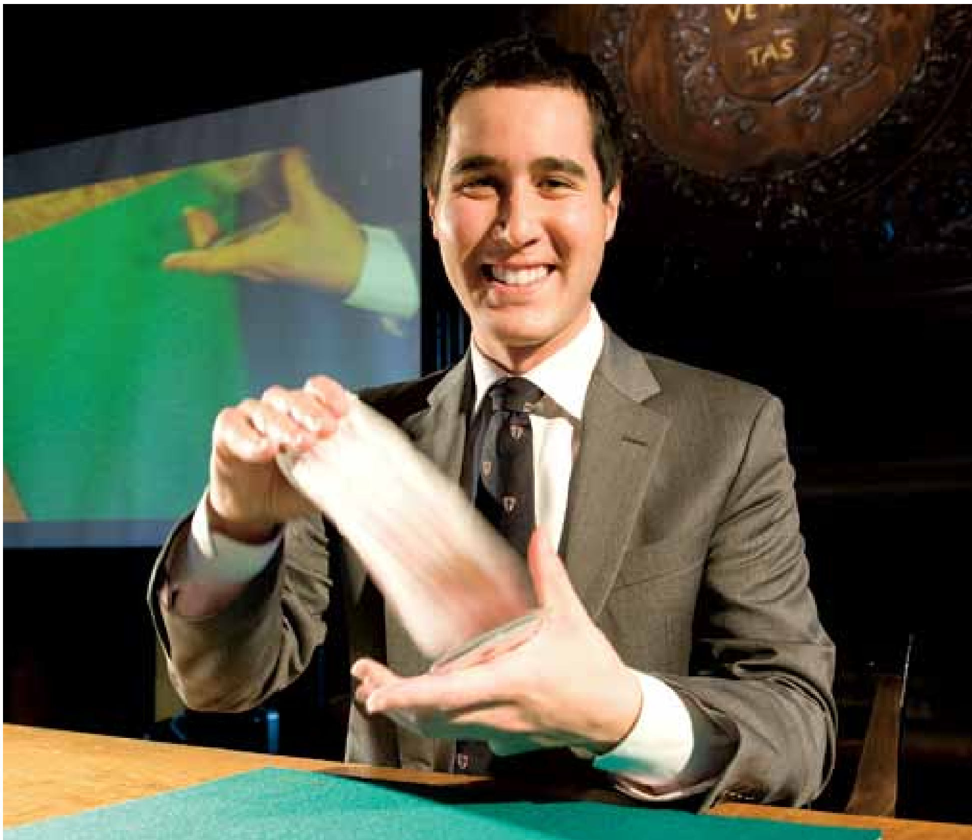
With food this riveting, diners need no distraction. Erbaluce's two rooms are warmly spare, with off-white walls and white-clothed tables with candles in glass holders. The main dining area has a spacious feel, with a slightly vaulted ceiling from which hanging glass orbs offer soft, flattering light.

Draghi often steps out of the surprisingly calm kitchen to chat with patrons and sometimes to deliver chocolate truffles, on the house. The place has a slower, European feel; he says it is indeed popular with transatlantic diners. The chef spent his childhood summers in Piedmont (where the white Erbaluce grape is grown) and, lucky for us, he keeps close to those aesthetic and sensuous roots in all that he creates. ~N.P.B.

ERBALUCE
69 Church Street, Boston
617-426-6969
http://erbaluce-boston.com

Montage

Art, books, diverse creations



David Kwong shuffles the cards. Behind him, a video gives a closer look at his hands.

Five-letter Word for Magic

David Kwong has a trick that's all his own.

by QICHEN ZHANG

"IT'S CROSS-POLLINATION," says magician and crossword connoisseur David R. Kwong '02 about his unique one-man show. "I'm trying to combine my interests all the time."

Kwong's interests in crossword puzzles and prestidigitation propelled him into the *New York Times* for his one-of-a-kind fusion of card trick and word game. He begins by asking an audience member to choose a card from a standard deck and keep it hidden from him. Then, standing in front of an easel holding a large blank grid of crossword squares, he asks the room for a word suggestion and fills the center of the grid with those letters to start things off. ("It all ripples outward from the middle," he says of these performance-piece puzzles.) Next he tosses verbal clues to the crowd, seeking words common in *Times* crosswords.

Public participation is crucial in Kwong's act. "A successful and engaging performance comes from performing for a sophisticated and savvy audience," he notes. "The smarter the audience, the more fun it is, I think. I can start to stump them and give them more interesting clues." As people solve his challenges, he fills the grid with their answers, riffing cleverly off the audience responses as he goes along and occasionally blocking out black squares in classic crossword style. When he's completed the collaborative puzzle, he reveals the identity of the hidden card—miraculously embedded within the newly made crossword.

Although Kwong's beginnings in magic stem from simple sleight-of-hand tricks he learned as a kid from books and a magic set he received as a gift, the evolution of his conjuring skills to include crossword construction is a career milestone. "In the 25 years I've been a magician, I've never before invented my own brand-new trick," he admits. Though a long-time magic aficionado, he didn't become interested in

Photographs by Jim Harrison

professional magic until freshman year, when he attended a performance by Ricky Jay, who "gave an absolutely scintillating talk" on the history of magic. Kwong later wrote his history honors thesis on Oriental magicians and their impersonators: "I was captivated by stories of these magicians at the turn of the twentieth century, what's commonly known as the Golden Age of Magic." His love for magic extended outside the classroom as well. At one Arts First celebration, he reports, he performed Houdini's "Metamorphosis" illusion before then Harvard president Larry Summers and taught Summers how to produce a bouquet of flowers from his sleeve.

After graduation, Kwong lived in Hong Kong for two years, hiring himself out as a magician for cocktail hours at events for banks and law firms (a practice he continues stateside: "There are hundreds of magicians who make a fine living doing corporate entertainment," he says). Then he did a stint in marketing at HBO in New York before becoming an archivist for Ricky Jay in Los Angeles.

Kwong demonstrates his newest trick at left, using Scrabble tiles, a timer, and a dollar bill. Above, with audience input, he constructs a crossword puzzle containing a hidden message.

Around that time, he started constructing crossword puzzles with his friend Kevan Choset '01. "Kevan had been doing it first and got me hooked," Kwong recalls. The *Times* has published three of their idiosyncratic creations, including "Think Outside the Box," which appeared in the April Fools' Day issue in 2006. "That day features the trickiest puzzle, so it's the trophy for cruciverbalists [crossword puzzle aficionados and creators]," he explains. The puzzle's long horizontal answer read OUTSIDE THE BOX and the word *THINK* spilled out four times into the margins of the grid. "We're always making crazy puzzles like this," he says. "We're always trying to think outside the box and trick the solver."

Now Kwong works in development at DreamWorks Animation, where he has helped create hits like *Kung Fu Panda*. His own movie consulting company, Misdirectors Guild, advises producers on magic in filmmaking. "For *All About Steve* [starring Sandra Bullock as a quirky cruciverbalist], I taught Sandra how to construct a puzzle for the opening sequence," he recounts. "She was extremely bright!" He has consulted with screenwriter Noah Oppenheim '00 on the upcoming biopic *The Secret Life of Houdini*, and worked on the script of *Now You See Me*—a film about magicians who rob banks using their skills of illusion—which just began production. And in early October, he returned to Harvard to give a magic show at Kirkland House in conjunction with the history department—a concentrator who's made good in an unusual way.

One might categorize Kwong's intellectual endeavor as the work of the world's only magician-cruciverbalist. Though he sees his career heading toward the synthesis of magic and movies, he plans to continue performing live: "I'm slowly developing my act into a thinking man's magic show."

~QICHEN ZHANG

Chapter & Verse

Correspondence on not-so-famous lost words

Burton Caine asks who said, "If the result is absurd, it impeaches the logic upon which it is founded." He adds, "I cannot find it in Cardozo. *Kingston v Chicago & N.W. Ry.*, Wisconsin Supreme Court, is close but substitutes 'injustice' for 'absurd,' and that makes all the difference."

Judith Stix hopes to learn the title and author of a children's book that ends, she recalls: "And that's how they could tell the white horse from the black horse."

Robert McGinnis wonders if anyone has traced the original source of a remark attributed to Mark Hanna: "There are two things that are important in politics. The first is money, and I can't remember what the second one is." The *Macmillan Dictionary of Political Quotations* (1993), he reports, "did not give a source. The *New York Times* ran the quote in September 1993. It has been widely repeated since."

Erik Levin seeks aid in determining "if there is a use of 'stalk' in the modern sense of obsessive, unwanted attention prior to John le Carré's 1968 novel *A Small Town in Germany*: 'He would never do such a thing. It was not in his nature…. He assured me categorically that he was not…stalking me.'"

Michael Comenetz seeks a source for: "As a man grows older, he comes to know, with gradually increasing astonishment, that he is mortal."

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

Wanderers from Sirius

Katrina Roberts's poems suggest that life springs from stardust.

Dogs do figure mightily in *Underdog,* the fourth collection of poems by Katrina Roberts '87. In "*Cave Canem,*" for example, a meditation on, and reimagining of, the volcanic denouement that doomed Pompeii, the narrator speaks of

> ...my quiet urgings to the children
> accompanying me in
> my tasks, this August 79 AD
> always dogs
> and at Marcus Vesonius Primus'
> gate one whose collar
> glints with studs of bronze—
> until he sees me
> for who I am, simply knocking
> to retrieve laundry.

Such lines, stitching together a domestic task, a family moment, an historical backdrop, and a geologic cataclysm, suggest the texture of this collection, whose underdogs are not limited to the four-legged kind. They include a solitary 90-year-old Chinese immigrant who died in Walla Walla in 1957; a grasshopper frozen before a kitchen door, waiting to dare a leap to freedom; a cancer-stricken mother of a six-year-old boy ("There's no remission, he knows, despite the tufts blooming beneath her kerchief"); French prisoners in Wales, circa 1807, building a model guillotine from sheep bones; urban Chihuahuas set to barking by a police siren; and even herself and her own vulnerable offspring ("...when I leave my children hungry for attention and drive myself to the ER a random Wednesday evening because I can't take a full breath for pains in my chest—"). Indeed, we are all underdogs.

HM▸ Visit harvardmag.com/extras to listen to poet Katrina Roberts read several of her poems aloud.

The poetry, though infused with compassion for beings caught between rocks and hard places, doesn't plead their case in abstractions, but pinpoints the heartrending details of their predicaments. In "Whiskey," she describes the common mid-nineteenth-century British "turnspit dog":

> scorching heat, how tantalizing
> the waft and crackle of browning meat, oozing
> juices....To be caged within
> a small wheel attached to the spit (fire
> so near!) and made to run, saving the cook
> in a large household hours of effort
> in cranking by hand—your fate. Whiskey
> ran and ran (such a tiny thing!) so
> they all ate and ate.

Roberts's poems sometimes flex a large vocabulary—the grasshopper poem is titled "Entelechy," an earlier one is "Sfumato"—and in other cases draw on carefully targeted research: "Ground Water, Enchanted," spreads across five pages, its lines studded with two dozen italicized Chinese proverbs ("*No matter how tall the mountain, it cannot block out the sun*"). Her first book, *How Late Desire Looks* (1997), whose


Katrina Roberts

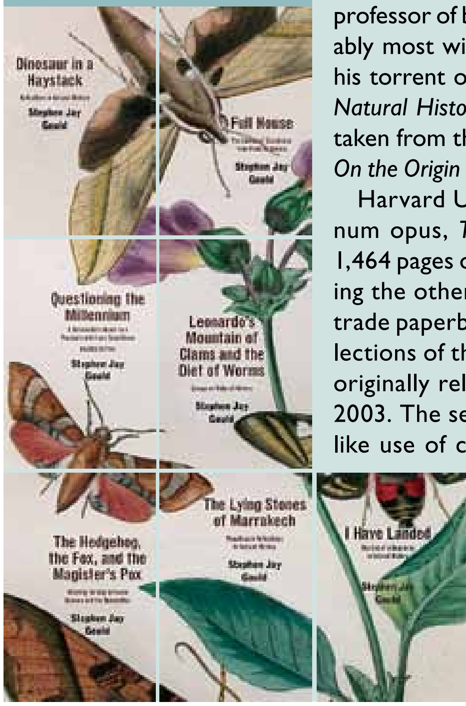
KIMBERLY MINER

title poem first appeared in this magazine and was anthologized in *Best American Poetry 1995*, spun glittering beadworks of the poet's nuanced imagination. *The Quick* (2005), rooted in her experience as a mother of three children, was "an exploration of creation myths," she says. "Threaded through that, there are these moments of looking back toward Greek mythology and Welsh mythology—and re-envisioning what one's own creation mythology might be." *Friendly Fire* (2008) is all sonnets, each with a one-word title and each distilling a shard of experience that resonates beyond its particulars.

"Firstborn" from *The Quick* illustrates how a contemporary poet can respond to an inhumane incident occurring halfway around the world; it's a found poem taken from a 2002 *New York Times* report on starving Afghani parents who sold their children for wheat in order to survive. "I had just had my first boy," she recalls. "And we live here [in Walla Walla] in the midst of wheat fields, and bread baking is important to me. I was thinking about wheat, and about this small loaf of a child I held in my arms, and then about these mothers who had to trade some of their kids in order to stay alive. I was interested in how the poem might function personally politically, as well as in a social sense."

Underdog repeatedly probes the theme of immigration—of aliens, in the broadest sense, discovering themselves in unfamiliar environments. We meet gandy dancers laying the transcontinental railroad ("Someone swung to hit a gold stake/and missed"); a lonely miner in Oregon, 1919 ("Somewhere, a mother's arms encircled me if only/for months awaiting my birth"); a predatory raccoon family that ravages half the poet's flock of hens overnight;

Gould Goods



The late Stephen Jay Gould (1941-2002)—Agassiz professor of zoology, paleontologist, theorist of evolutionary biology, baseball fan, and Astor visiting professor of biology at New York University—is probably most widely known for his popular writings and his torrent of essays, especially his regular column in *Natural History* magazine, "This View of Life" (a title taken from the concluding words of Charles Darwin's *On the Origin of Species*).

Harvard University Press published Gould's magnum opus, *The Structure of Evolutionary Theory* (all 1,464 pages of it), in the year of his death. Now, keeping the other side of his work in print, it has issued trade paperback editions of seven volumes (four collections of the essays, three original popular works) originally released commercially between 1995 and 2003. The series is handsomely unified by the quilt-like use of cover illustrations derived from a plate originally used in *The Cabinet of Oriental Entomology* (1848), by John Obadiah Westwood, another nineteenth-century English naturalist, who came to his passion as a lapsed lawyer—a crossing of boundaries that might well have pleased Gould himself.

three Mexican immigrants waiting in the local post office ("…*Lo siento,* one nods/our direction, his poncho—picture a simple wheat-colored/chasuble, like a solar system's oval with a hole in the middle/for a head to pass through—"). And always, the ceaseless invasion of our planet by human babies, those souls groping so poignantly to find their way in this world.

The book's opening poem, "From *Po Tolo* to *Emma Ya*," climaxes in a synopsis of the cosmology of the Dogon millet farmers of Mali, who believe that *all* Earth's creatures are, in essence, immigrants from the distant Sirius system. The poem's title invokes the names of two stars in the constellation Canis Major, where Sirius, the Dog Star, resides. "Sirius—twice as large as our sun and twenty times as radiant/is axis of their universe from which all souls emerge in a great spiral." The poet declares this Dogon narrative "…well, as credible to me as any dogma," and it becomes the subtext for a vision that extends eons past the human life span, in both directions. "We're treading this earth's skin/," she concludes, "leaving imprints, and afterimages however ephemeral for whomever/comes after."

It's a found poem, taken from a 2002 report on starving Afghani parents who sold their children for wheat.

Roberts (www.katrinaroberts.net) studied with Seamus Heaney at Harvard and with Jorie Graham (now Boylston professor of rhetoric and oratory) at the Iowa Writers Workshop. She is Schwabacher professor of English and the humanities at Whitman College, and she and her husband, Jeremy Barker, also make wines at their Tytonidae Cellars and distill spirits at their Walla Walla Distilling Company. Her life, like her work, resists categorization. "All human life astounds me," she says. "That any of us exist is miraculous."

~CRAIG LAMBERT

O P E N B O O K

The Chinese "Good Life"

China is an economic powerhouse, and a rising strategic force. But outsiders often have little sense of the Chinese as people. In *Deep China: The Moral Life of the Person* (University of California, $65; $26.95 paper), eight scholars grounded in anthropology and psychiatry examine the inner selves of people who have undergone profound changes in their sense of place, opportunities and circumstances, sexual mores, and more. The scholarly collaboration, moreover, illustrates a global web of China studies, embracing Rabb professor of anthropology Arthur Kleinman (also professor of medical anthropology and of psychiatry), five Harvard Ph.D.s (Yunxiang Yan, Jing Jun, Pan Tianshu, Wu Fei, and Guo Jinhua), and two Harvard postdoctoral fellows (Sing Lee and Everett Zhang)—now teaching at four Chinese universities and three American ones. From Kleinman's concluding chapter, "Quests for Meaning":

Think of what a Chinese man or woman in their eighties has lived through: the chaos of the warlord period and the uncertainty of the early years of the Nationalist government's efforts to reunify a fractured country; the long war with Japan during which hundreds of millions of people were uprooted and 20 million were killed; the turmoil and disintegration during China's civil war; the brutal excesses of the early days of the Chinese Communist Party's efforts to exterminate class enemies, with perhaps a million landlords killed; the deep tragedy of the Great Leap Forward…with 30 million deaths; the whirlwind of destruction called the Cultural Revolution, when intellectuals, cadres, and ordinary urban dwellers got caught up in the fire of mass political campaigns, brutal struggle sessions in every work unit, and the meltdown of government and civil institutions. Add in the Korean War, when China suffered a million casualties, and all the paranoia-generating campaigns against rightists, counter-revolutionaries, and others labeled enemies of the people. Then consider the early days of the great transformation to a market economy, when uncertainty was so substantial people didn't know which direction would bring safety and security. Against this troubled and troubling historical background, isn't the audacity of simply being happy and enjoying life the most remarkable of collective and personal changes?

…Thirty years on, the situation for ordinary Chinese is so very different that we can say without exaggerating that the psychology of the Chinese people has undergone arguably its most dramatic transformation since the decline of the Qing dynasty in the late nineteenth century.…Or, put differently, hunger for food, which had beset Chinese for centuries and become a fixture of their cultural imagination, was no longer (for most) either a reality or a fear. Now it was replaced by a hunger for those good things in life that were flooding the market and the imagination.

…[T]he quest for meaning for hundreds of millions of Chinese is the search to build and sustain a good life: a life filled with simple pleasures; a life that is relatively and modestly secure in a dangerous and unpredictable world; a life that offers better chances for children and grandchildren; a good life that represents a new normal.

The new made visible: Shanghai's Pudong financial district, created since the early 1990s

LAURIE NOBLE/GETTY IMAGES

I CHOOSE HARVARD...

SANDRA OHRN MOOSE
AM '65, PHD '68

Challenging the status quo has been a constant for Sandra Ohrn Moose AM '65, PhD '68. She was one of the few women graduate students in economics at Harvard in the 1960s, and she was the first woman hired as a management consultant at The Boston Consulting Group, where she still works. Another constant has been her support of the Graduate School of Arts and Sciences (GSAS) through endowed and current-use fellowship gifts. In addition to establishing the Sandra Ohrn Family Graduate Student Dissertation Fellowship Fund in 2007 to help ease students' financial pressures, she recently provided a generous current-use gift to the Graduate School Fund Fellows Program. "Fellowships help us attract and nurture the most promising students," Moose says. "This in turn attracts excellent faculty, augments the experiences of Harvard undergraduates, and cultivates the intellectual leaders of the future."

To read more, please visit www.alumni.harvard.edu/stories/moose.

SUPPORT FOR HARVARD'S GRADUATE STUDENTS HELPS NURTURE THE NEXT GENERATION OF SCHOLARS AND LEADERS

PHILIP DUFF '79 AND AMY DUFF

Philip Duff '79 believes in supporting causes that "really work," and, in his opinion, Harvard fits that description perfectly. Not only does Harvard offer something outstanding for every possible interest, the University is continually improving itself. Duff, founder and CEO of Massif Partners, an asset management firm in Greenwich, Connecticut, has contributed to Harvard's evolution through his time and generosity. His latest gift, made with wife Amy to mark his 30th reunion, established the Duff Family Graduate Support Fund for graduate students studying energy and the environment. The math concentrator from Currier House has also helped the Faculty of Arts and Sciences explore ways to strengthen the bonds between undergraduates and graduate students, who play key roles in research and teaching. "They can benefit from each other," Duff says, "but Harvard has to focus on catalyzing those opportunities."

To read more, please visit www.alumni.harvard.edu/stories/duff.

ADVANCING KNOWLEDGE

Support the
Harvard College Fund

VE RI TAS

PHOTO CREDITS MOOSE: SUSAN GILBERT; DUFF: COURTESY OF PHILIP DUFF

Jonathan Epstein as King Lear in a 2003 Shakespeare & Company production

Sonnets and the Stage

Actor Jonathan Epstein teaches "five-finger exercises for the soul."

by CRAIG LAMBERT

In 1990, Shakespeare & Company, the distinguished theatrical ensemble in Lenox, Massachusetts, had a problem: the departure of co-founder Kristin Linklater three months before the troupe's winter acting workshop meant someone else would have to teach Shakespeare's sonnets in her stead. Co-founder Tina Packer, RI '95, asked actor Jonathan Epstein '77 to step in. "At that point I probably knew about one and a half sonnets," he recalls. "I tried to teach them the way Kristin had taught them to me. It was a total disaster. Since that was really unsuccessful, I got to thinking, over the next few years: what is important to me about the sonnets? By now, I've taught them to actors maybe as much as anybody—and so the act of teaching the sonnets is in itself a kind of artistic event."

Indeed it is. Epstein (www.jonnyepstein.com) is a redoubtable Shakespearean actor whose voice infuses the poetry—today he knows about a third of the sonnets by heart—with clarity, thought, and feeling. "The sonnets are not intrinsically that funny, but they live on a kind of bed of wit," he explains. "For an actor, they're a training in *nimbleness,* [so you can be nimble,] even with a lot of depth—because in a sonnet you don't get to stay in one condition for more than about a third of a line. They're mercurial, with power behind them, because of the depth of the passion and the profound stakes: the risk is that one would not be loved."

For years Epstein has brought his Shakespeare and sonnet workshops—which can last from half a day to a week—to theater companies, high schools, and colleges around the country. The participatory lecture-demonstrations combine a probqing investigation of the sonnets' meanings with searching renditions by Epstein—and often by audience members as well. In the sonnets, he says, "there isn't an attempt at obfuscation; I think Shakespeare's doing his best to say how things are going for him. They're authentic in a way that the plays aren't; there's no reason to suppose that Hamlet or Touchstone or Macbeth is speaking in his authentic voice. In the sonnets, that *is* his voice."

In a 2011 production of *As You Like It* at Shakespeare & Company, Epstein sings and cavorts as Touchstone.

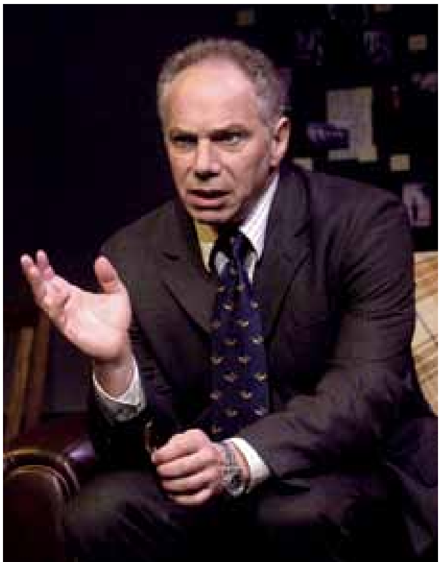
Consequently, the sonnets are a way to "experience someone trying to speak as himself. Even if you're the most articulate person who ever lived, you still fail oftener than you succeed." He cites sonnets 109 through 112 as an example of how Shakespeare needed a sequence of poems to render the changing nuances of his feelings toward the "Fair Youth" who is the object of the first 126 sonnets. The poet used far different language for the mysterious, alluring Dark Lady of the remaining 28 sonnets.

"Shakespeare's longing for the young man begins as an aesthetic appreciation, an admiration of youth, standing, power, being well connected—the things he himself didn't have," Epstein explains. "The sexual component is a third- or fourth-order item: see how cloaked the references are. With the woman, the sexual element is in the foreground from the start—it's much more about coitus, possession, jealousy, and satisfaction."

To explore the polarity between the sonnets' Latinate words and those with Saxon roots, Epstein sometimes calls a student onstage to speak the contrasting lines antiphonally with him. "The Saxon is more rooted in the body," he says, "the Romance words, in the lips and face and head." Lines like "Or some fierce thing replete with too much rage/Whose strength's abundance weakens his own heart" (sonnet 23) uses Latinate words ("replete," "abundance") for "plenty" and surrounds them with monosyllabic Saxon terms.

Regarding the young man, lines like sonnet 73's "In me thou see'st the twilight of such day/As after sunset fadeth in the west," Epstein explains, "have all these lovely sibilants—it's fairly soft language. Then, when he's talking about the woman (sonnet 129): 'Savage, extreme, rude, cruel, not to trust,/Enjoyed no sooner but despised straight,/Past reason hunted, and no sooner had,/Past reason hated, as a swallow'd bait,/On purpose laid to make the taker mad….' This uses the part of the body that's lower; it uses the *breath* rather than the lips and the tongue. *Hunted, had* are more of a gasp from the lungs."

Such insights emerge from years of work as an actor, not from academic scholarship. Epstein first went on stage at eight; at Harvard he won the Boylston



Epstein as David Hare in *Via Dolorosa* at the Berkshire Theatre Festival in 2006.

Prize for rhetoric and oratory and was advised by the late William Alfred, who had "an unbelievable capacity to admire. It was the kind of teaching you aspire to." He began his long association with Shakespeare & Company in 1987, and to date has directed or appeared in more than 50 productions, including title roles in *Macbeth, Richard III*, and *King Lear.* (Shakespeare accounts for about half his stage work.) He's also toured nationally in shows like *Man of La Mancha* and *Dirty Dancing*, and worked in regional theater, including many turns at Harvard's American Repertory Theater.

HM

Visit harvardmag.com/extras to see videos of Jonathan Epstein performing several sonnets.

Photographs by Kevin Sprague/Studio Two

(Wryly, he notes that his 30-second role as Professor Zigman in last year's Hollywood film *Something Borrowed* was seen by "more people than have ever seen me perform Shakespeare.")

"FOR AN ACTOR, the sonnets are like a five-finger exercise for the soul, the way a pianist does scales," he explains. "The body's being exercised, but what is really being exercised is the mind's connection with the body and the instrument and the material. For a pianist, the instrument is the fingers; for an actor, it's the speaking and gesturing self. I'm creating a nimble, articulate channel for all those things to participate in the event together. The objective of the work on the sonnets is to create good Shakespeare players, so somebody can create depth and passion and wit when playing Portia, Orlando, or Dogberry.

"You don't get to play Lear, or Shylock, or Rosalind unless you bring your whole self into the room," he continues. "I used to think Shakespeare allowed us to be bigger than ourselves. Now I don't. Shakespeare allows us to be *life-sized*, as big as we are. That's enough. And anything less, isn't."

~CRAIG LAMBERT

O P E N B O O K

The Persistence of Place

ROBERT SAMPSON

From old money and new glitz (the glass Trump Tower) at Michigan Avenue, below, to a different life in the Near South Side, close to the Loop

An October report in the *New England Journal of Medicine,* drily titled "Neighborhoods, Obesity, and Diabetes—A Randomized Social Experiment" (to which Harvard professors of economics and of healthcare policy contributed), found that moving from an impoverished neighborhood to one more favorably placed resulted in lower levels of adverse health. That finding would hardly surprise Ford professor of the social sciences Robert J. Sampson, whose *Great American City: Chicago and the Enduring Neighborhood Effect* (University of Chicago, $27.50) argues that local community persists, and in fact matters deeply, despite the seeming effects of globalization and a more homogeneous world culture. A monumental work of sociological research, it extends from Sampson's escorted tour down Michigan Avenue (from the luxury shops of the "Magnificent Mile" to the "jarringly different" scene of the infamous South Side slums) to his detailed analyses of data and explications of theory. From chapter 1, "Placed":

Logic demands that if neighborhoods do not matter and placelessness reigns, then the city is more or less a random swirl. Anyone (or anything) could be here just as easily as there. Identities and inequalities by place should be rapidly interchangeable, the durable inequality of a community rare, and neighborhood effects on both individuals and higher-level social processes should be weak or nonexistent....

By contrast, the guiding thesis of this book is that differentiation by neighborhood is not only everywhere to be seen, but that it has durable properties—with cultural and social mechanisms of reproduction—and with effects that span a wide variety of social phenomena. Whether it be crime, poverty, child health, protest, leadership networks, civic engagement, home foreclosures, teen births, altruism, mobility flows, collective efficacy, or immigration...the city is ordered by a spatial logic ("placed") and yields differences as much today as a century ago. The effect of distance is not just geographical but simultaneously social...

ROBERT SAMPSON

Fascination with globalization has tended to deflect attention from the persistence of local variation, concentration, and the spatial logic of inequality. The popular belief that the world is "flat," in particular, has clouded our thinking on neighborhood effects. This is not to say that globalization theorists are wrong about economic markets or that the facts of ecological concentration are incompatible with the placelessness of many aspects of life. To the contrary, one strand of globalization theory suggests that, if anything, the reverse is true....The key to theoretical progress is to recognize that the stratification of people and resources across urban areas remains entrenched and evolves in new ways as globalization proceeds. Paradoxically, in fact, inequality among neighborhoods in life chances has increased in salience and may have been exacerbated by globalization....

I thus reject the common idea that technology, dispersed social networks, state policy, and the accoutrements of (post) modernity explain away neighborhood inequality and a focus on spatial forms of social organization and community.

How do you measure your bank?

LEAVE A MESSAGE —
FOR FINANCIAL ADVISOR. —
SEND EMAIL. —
RECEIVE NOTIFICATION SHE —
LEFT THE FIRM. —
MEET NEW ADVISOR. —
REVIEW INVESTMENT PLAN —
ASSET BY ASSET. —
AGAIN. —
DOES HE HAVE ANY —
EXPERIENCE WITH —
PLANNED GIVING? —
REQUEST NEW ADVISOR. —

You know your advisor's number by heart – it hasn't changed in 12 years.

At Cambridge Trust, we believe in prudent investing, in-depth research, and lasting relationships. Your advisor will get to know you and understand your objectives and concerns, as well your family's particular dynamics. Our comprehensive services include investment management, trust and estate administration, and financial planning. To learn how we can give you the freedom to enjoy your wealth, call Michael Duca, Executive Vice President at 617-441-1571. Or visit us online at **cambridgetrust.com.**

Cambridge Trust Company

PERSONAL BANKING | BUSINESS BANKING | WEALTH MANAGEMENT

Off the Shelf

Recent books with Harvard connections

Health Care Reform, by Jonathan Gruber, Ph.D. ’92, with HP Newquist, illustrated by Nathan Schreiber (Hill and Wang, $30; $13.95 paper). Think “Healthcare reform: the comic book.” An illustrated guide to the new law by the MIT professor of economics who advised former Massachusetts governor Mitt Romney, M.B.A. ’74, J.D. ’75 (and later the U.S. government) on combining insurance reform, a coverage mandate, and subsidies for lower-income people to make insurance universal.

Remedy and Reaction: The Peculiar American Struggle over Health Care Reform, by Paul Starr, Ph.D. ’78, JF ’78 (Yale, $28.50). *Not* a comic book, this is a detailed, serious analysis of American exceptionalism concerning the delivery and politics of healthcare. Starr, a professor at Princeton, won the Pulitzer and Bancroft prizes for *The Social Transformation of American Medicine* (1984), still the classic work in the field.

Pieter Bruegel, by Larry Silver, Ph.D. ’74 (Abbeville, $150). A magnificent volume on the Netherlandish painter by the Farquhar professor of art history at Penn, in a lush large format (with reproductions of all the surviving paintings) that makes visible the craft and imagination in Bruegel’s hellish, quotidian, and amusing compositions of crowds and compelling individuals.

Guantánamo: An American History, by Jonathan M. Hansen, lecturer on social studies (Hill and Wang, $35). A deep dive into the place that has become since 9/11 the complicated center of the uncertain intersection of U.S. law and sovereignty.

Knocking on Heaven’s Door, by Lisa Randall, Baird professor of science (Ecco, $29.99). The author, who unusually combines string theory with writing for the wider public, here ranges widely over hard problems addressed by the Large Hadron Collider, and harder ones involving cosmology, the nature of science, and belief.

The Back Chamber, by Donald Hall ’51, JF ’57 (Houghton Mifflin, $22). A new collection of nearing-the-end-of-life works by the 2006-2007 U.S. poet laureate.

Conversations with Michael Crichton [’64, M.D. ’69], edited by Robert Golla (University Press of Mississippi, $55; $25 paper). The late, bestselling author (*The Andromeda Strain, Jurassic Park,* etc.) and climate-change skeptic, in interviews with the *New York Times, Playboy,* and more.

Strange Relation: A Memoir of Marriage, Dementia, and Poetry, by Rachel Hadas ’69 (Paul Dry, $16.95 paper). The author, a professor of English at Rutgers, movingly relates what ensued when,

STATEMENT OF OWNERSHIP, MANAGEMENT, AND CIRCULATION. Publication title: *Harvard Magazine*. Publication no. 0095-2427. Filing date: 10/3/2011. Issue frequency: bi-monthly. Number of issues published annually: 6. Annual subscription price: $30. Complete mailing address of known office of publication and headquarters or general business office of the publisher: 7 Ware Street, Cambridge MA 02138. Contact person: Felecia Carter, 617-496-6694. Publisher: Irina Kuksin, Harvard Magazine, 7 Ware Street, Cambridge MA 02138. Editor: John Rosenberg, Harvard Magazine, 7 Ware Street, Cambridge MA 02138. Managing Editor: Jonathan Shaw, Harvard Magazine, 7 Ware Street, Cambridge MA 02138. Owner: Harvard Magazine Inc., 7 Ware Street, Cambridge MA 02138. Known bondholders, mortgagees, or other security holders: none. The purpose, function, and nonprofit status of this organization and the exempt status for federal income tax purposes have not changed during the preceding 12 months. Issue date for circulation data below: September-October 2011.

	Avg. no. copies each issue preced. 12 mos	Single issue nearest to filing date
A. Total no. of copies (*Net press run*)	246,512	249,213
B. Paid and/or requested circulation		
1. Paid/req. outside-county mail subscriptions stated on Form 3541	243,094	245,453
2. Paid in-county subs	0	0
3. Sales through dealers and carriers, street vendors, counter sales, and other non-USPS paid distribution	1,442	1,483
4. Other classes mailed through the USPS	0	0
C. Total paid and/or requested circulation	244,536	246,936
D. Free or nominal rate distribution by mail		
1. Outside-county as stated on Form 3541	101	102
2. In-county as stated on Form 3541	0	0
3. Other classes mailed through the USPS	0	0
4. Free or nominal distribution outside the mail	254	0
E. Total free or nominal distribution	355	102
F. Total distribution	244,891	247,038
G. Copies not distributed	1,621	2,175
H. Total	246,512	249,213
Percent paid and/or requested circulation	99.9%	99.9%

I certify that the information above is true and complete.
Irina Kuksin, Publisher

"In early 2005, my husband, George Edwards…was diagnosed with dementia."

The Copan Sculpture Museum: Ancient Maya Artistry in Stucco and Stone, by Barbara W. Fash (Peabody Museum/Harvard, $35 paper). The director of the Peabody Museum's Corpus of Maya Hieroglyphic Inscriptions provides a guide to the Honduran museum—created largely by the author and her husband, William Fash, Bowditch professor of Central American archaeology and ethnology—and its extraordinary stone carvings. (See "Maya Museum," January-February 1997, page 40.)

Critical Children, by Richard Locke, G '65 (Columbia, $29.50). The author, a critic and essayist now at Columbia, examines "the use of childhood in 10 great novels," from Dickens and Twain to Lolita and Portnoy. All of them "use children caught in violent situations as vehicles of moral and cultural interrogation."

Where China Meets India: Burma and the New Crossroads of Asia, by Thant Myint-U '87 (Farrar Straus and Giroux, $27). Signs of change in Myanmar (the author prefers the traditional name) suggest that it is time to consider what might happen as the borderland between the two Asian giants becomes permeable.

The Life of Super-Earths, by Dimitar Sasselov, professor of astronomy (Basic, $25.99). From the scale of the universe to the molecules that gave rise to life, the director of Harvard's origins of life initiative makes accessible the link between the search for other habitable planets and synthetic biology. The graphic comparing an RNA molecule to the Empire State Building is memorable.

Pancreatic Cancer, by Michael J. Lippe, LL.B. '68, and Dung T. Le (Johns Hopkins, $45; $18.95 paper). Lippe, recently married and sensing his body age, was diagnosed with stage IV pancreatic cancer in 2007. Now, vastly beyond his life expectancy, he and his oncologist collaborate on a clear, humane account of that still intractable malignancy—a helpful and brave exposition of (as the subtitle says) balancing "hope and truth."

***Peasant Kermis,* an outdoor festival, by Pieter Bruegel (c. 1567-1568), from the Kunsthistoriches Museum, Vienna**

At the Boys & Girls Club of Dorchester, Mary Kinsella Scannell, vice president for early education and care, plays with baby Kinsey Ferraguto and toddler Margot Vorhees.

Early Learning

Supporting children by teaching the adults who shape their lives

by Elizabeth Gudrais

Sister Suzanne Deliee climbs the steps of the East Harlem brownstone, rings a bell, and is buzzed in. The visiting nurse has come to see Susana Saldivar and her four-week-old son, Xavier. He was born prematurely, at 33 weeks, and as Deliee asks questions, it becomes clear Saldivar is nervous about caring for him properly, even though he is not her first child.

Xavier has not yet learned to latch onto his mother's breast. While keeping him nourished with formula, Saldivar has been encouraging him to suckle. "That's all you can do—truly," the nurse reassures her.

The conversation turns to how Saldivar plays with her son. "What kind of rattle are you using?" Deliee asks. Saldivar looks bashful and begins to explain in a soft voice. Deliee gently interrupts: "Do you have a bottle of pills? That will work just fine."

None of Deliee's words are random or accidental. She is choosing them carefully to educate Saldivar about child development: preemies commonly have trouble learning to suckle; using a rattle is important to Xavier's cognitive development. She is also assuaging fears: Saldivar doesn't need an expensive toy for her son; she is doing just fine as a parent, even if Xavier isn't yet proficient at breastfeeding.

Deliee's communication style typifies the unique and powerful approach to child development crafted and disseminated by the Brazelton Touchpoints Center (www.brazeltontouchpoints.org),

In East Harlem, Susana Saldivar and her son Xavier (above, left) receive a visit from Sister Suzanne Deliee, a nurse with Little Sisters of the Assumption Family Health Service. In Dorchester, at the Boys & Girls Club (clockwise from above), Liam Denver has a hard time saying goodbye to his mother, Kim, as teacher Carolyn Christopher offers comfort; Solaylah DePina says goodbye to her mother, Saida Neves; Amos Monteiro leaves his son, Desmond, with teacher Stella Ortiz; and kindergarten-age children play with teacher Melissa Ryan.

part of the Harvard-affiliated Children's Hospital Boston. Deliee's employer, Little Sisters of the Assumption Family Health Service, first sent staff members to the center for training in 2006; today, employees say the approach is integral to the agency's holistic, relationship-oriented view of social services.

The Touchpoints Center was founded by T. Berry Brazelton, professor of pediatrics emeritus at Harvard Medical School (HMS) and a celebrity among parents, known for his Emmy-winning television series and for his books, vividly illustrated with photographs of babies and toddlers. Sometimes called the "baby whisperer" for his ability to communicate with infants and understand their behavior, Brazelton is a towering figure in pediatrics, but he took his work in a new direction when he was in his seventies. With the center, he set out to propagate the principles of child development more widely. Instead of communicating directly with the parents of young children, he wanted to empower the people who work with those parents, not only by arming them with information about child development, but by teaching them how to communicate that information in ways that prime parents for success.

Little Sisters serves a swath of Manhattan stretching from 96th to 125th streets, from the East River to Fifth Avenue; founded in 1958 by a Catholic religious order, it is mostly a lay organization now, in both staffing and funding, and seeks to serve the poor and marginalized and promote healthy family life. (Deliee herself belongs to a different religious order, the Sisters of Mercy of the Americas.) The neighborhood, once heavily Puerto Rican and Italian, has recently become home to immigrants from the Dominican Republic, Ecuador, Peru, Yemen, and West Africa, as well as African-American families. But the fastest-growing immigrant population, and the one most present in Little Sisters' programs of late, is from Mexico.

Although Susana Saldivar's family did not immigrate recently—she has lived in East Harlem since she was a young girl, and speaks English well—their living conditions are modest: she, Xavier, and her older son, Louis, share a one-bedroom apartment with her mother and three younger siblings.

As Deliee and Saldivar chat, Xavier begins to wake up from his nap. He stirs and raises a hand up near his face. "I wonder what that means," says Deliee, transmitting another key Brazelton insight: that infant behavior has meaning and purpose. "Does he not want to be bothered yet?"

As the baby becomes more alert, Saldivar hands him to Deliee, who gently begins to administer tests: weighing him, testing his reflexes, examining muscle tone. After she leaves, she will fill out a worksheet reporting on a wide range of measures: how Xavier responded to the sound of a rattle; how firmly he grasped her finger; how well he followed his mother's face and voice with his eyes; how active he was in general.

Deliee's job is a mix of medicine and relational skills: the Touchpoints approach considers genuine connection between parent and provider just as important for supporting healthy growth as any medical information provided. Before Deliee goes, she and Saldivar discuss Xavier's sleeping habits, a few of Saldivar's concerns, and how she should play with him to best support his mental and physical development. As they wrap up, Deliee pauses, smiles, and asks, "He's gorgeous, isn't he?"

"Yes," whispers his mother.

Stepping Back, Moving Forward

When he founded the Touchpoints Center, Brazelton had been practicing pediatrics for five decades, and had seen enough patients to identify clear patterns. He noticed that parents often became anxious just before a developmental milestone: when children were on the verge of taking a first step or

beginning to speak, they would regress, seeming to lose some of the skills they had already developed.

Subsequent research has found that these periods of cognitive disorganization occur at the same times across human cultures. Beyond studying brain development, Brazelton was also interested in the science of human relations: what was happening between children and their parents at these times? He saw the regression periods as not just challenges but opportunities. When parents appeared in his office, there was a chance for learning and connection. And if they could be warned in advance about periods of transitions, then they could understand their children's behavior, leading them to feel competent rather than concerned.

Brazelton dubbed the regression periods "touchpoints" because they so often brought parents into contact with medical or social-service professionals. A book followed: *Touchpoints, The Essential Reference: Your Child's Emotional and Behavioral Development* (1992). Still, he knew it wasn't enough to reach the largely higher-income, well-educated, nuclear families who had time to read his books. To educate more parents—and ultimately to affect the lives of more children—he decided to focus on the service providers with whom parents were bound to interact at one time or another: pediatricians, childcare providers (who were becoming increasingly important as the U.S. economic and social landscape changed), and social workers (who tended to serve the parents *least* likely to read his books).

Brazelton assembled a team from Children's, HMS, and the Graduate School of Education (HGSE) to begin developing a framework for teaching about the touchpoints. They sought a way to set this training apart—to ensure that the workers would retain the material and actually use it. The result was a set of Touchpoints principles: just as important as the substantive, scientific information on child development that course participants were learning was the guidance they were receiving in *how* to deliver that information so parents would be likely to absorb, remember, and act on it.

That team conducted the first pilot Touchpoints course in 1995; today, the center has staff of 30 and a team of 15 national trainers, and at least 10,000 individuals—pediatricians, social workers, and preschool teachers, but also cooks, bus drivers, and family-court judges—have been trained, and together serve more than 1 million families. Worldwide there are more than 130 Touchpoints community sites, like Little Sisters, where trainers are qualified to instruct others in their own organization and beyond. And now an even wider audience can benefit. The center has been awarded a five-year, $15-million-dollar federal grant to develop (with partner agencies including the Harvard Family Research Project at HGSE) a parent, family, and community engagement initiative for the national office of Head Start and its thousands of programs around the country. As a result, the Touchpoints principles will reach children of low-income families in their youngest years, and the impact could be even broader, says Joshua Sparrow, associate clinical professor of psychiatry and director of strategy, planning, and program development for the Touchpoints Center. If parents are treated as partners rather than adversaries by a preschool teacher, he says, they may come to expect the same kind of rela-

"He's gorgeous, isn't he?" Deliee asks. "Yes," whispers his mother.

tionship with teachers later, eventually effecting a broad change in school culture and parent-teacher dynamics. "When consumers have high expectations," he says, "they can influence the quality of the services they receive."

Putting Parents at Ease

THE BOYS & GIRLS CLUB of Dorchester, in Boston's most populous neighborhood, first sent members of its early-childhood programs staff to Touchpoints training in 2007. Like Little Sisters of the Assumption, the Dorchester agency is now a Touchpoints site; its staff members have trained representatives from more than 25 agencies in the neighborhood so far. "We're touching a lot of families," says Mary Kinsella Scannell, vice president for early education and care, who oversees the early-childhood programs.

Staff members readily employ the Touchpoints principles for problem-solving. Early education director Ellen Lucas has used the approach to reassure parents who feel guilty about leaving their children all day while they go to work. When one mother worried that her son didn't even know her, Lucas pointed out how the child turned his head when he heard his mother's voice. The mother's face lit up; she was comforted, her confidence boosted, when Lucas simply pointed out behavior she might not have understood on her own.

Tindi Miranda, who works with toddlers at the club, noticed that one little boy kept tripping on the playground. Whenever he came inside, he removed his shoes and said "Ahhhhh," with a great sense of relief. She suspected his shoes were too small. Before learning Touchpoints, she would have told his parents that, and risked causing them to feel attacked. But having learned to use the child's behavior as a language—describing what she saw, rather than drawing a conclusion or passing judgment—she simply told the boy's father what she had observed, and asked him why *he* thought the boy behaved this way. "The next day," she recalls, "he came in with a new pair of shoes."

Carolyn Christopher, who works with kindergartners, used to shy away from asking about children's home lives, for fear of prying. She now feels comfortable asking such questions: "You realize that everything affects the child," she says—there is no impermeable wall between home life and school. Touchpoints posits that caring for a child means taking an interest in all aspects of that child's life, and not stopping at the edge of one's official responsibilities. Christopher now commonly calls or e-mails parents to discuss their children when schedules don't permit them to stay and chat at dropoff or pickup time; before, she might have criticized them for not finding the time to stick around.

In general, the Touchpoints approach makes parents feel valued—that the people who care for their children are listening to them and taking their viewpoints into account. This attribute, Touchpoints proponents note, may matter even more to minorities and the poor, who often face discrimination and condescension, and leave a meeting with a doctor or a teacher feeling diminished and inadequate.

Changing Times for Children

WHEN T. BERRY BRAZELTON began his career, finishing medical school at Columbia University in 1943 and joining the Children's Hospital Boston staff a few years later, after returning from the war, the common wisdom was that an infant was "a bag of neurological reflexes," says Joshua Sparrow, associate clinical professor of psychiatry and director of strategy, planning, and program development for the Brazelton Touchpoints Center. Surgeons performed some procedures on infants without anesthesia, and infants in intensive care, routinely separated from their parents, were kept in brightly lit incubators wired with noisy alarms.

Brazelton and his contemporaries noticed, and began to incorporate into medical practice, something parents had long known: infants respond to their environment—for instance, turning their heads at the sound of a parent's voice—and also *shape* their environment, provoking a parent's action with their gaze, cries, and movement. Newborns were not blank slates, molded entirely by their parents' behavior as some thought: even in their earliest weeks, they had distinct personalities. In 1973, Brazelton introduced the Newborn Behavioral Assessment Scale (NBAS) to elaborate and quantify the differences in temperament he had observed among the thousands of infants he had seen over the years. (His work inspired that of Starch professor of psychology emeritus Jerome Kagan; in *Nurturing Children and Families*, a 2010 book on Brazelton's legacy, Kagan called Brazelton one of "a small number of prescient minds that refuse to accept the popular and often simplistic conceptualizations that dominate their discipline and insist on accommodating to what they have observed.")


T. Berry Brazelton, 2006

COURTESY OF THE BRAZELTON TOUCHPOINTS CENTER

Like all Touchpoints tools, the NBAS is interactive, with contributions from both the examiner and the child being examined. Brazelton pioneered the notion that the parent's involvement is not distracting experimental "noise," but rather a useful part of what

At the Boys & Girls Club, teacher Carolyn Christopher comforts Joshua Medicke after his mother leaves, teacher Meghan McDonough plays with preschoolers, and Joshua Coleman drops off his son, Noah.

The approach is "not just about being nice," Sparrow points out: there are measurable results when it is used. Home visits from nurses have proven helpful on all sorts of health and cognitive measures, but such visits are even *more* effective with Touchpoints: babies in Napa County, California, whose families received visits from Touchpoints-trained nurses were less likely to go to the emergency room. Their mothers breastfed them longer and were less likely to develop postpartum depression. These babies also scored significantly higher on the Bailey scale of motor, mental, and behavioral progress at six months than infants whose families received visits from nurses not trained in the approach.

A Gentler Model of Parenting

Touchpoints is structured like a set of Russian nesting dolls, with the same motif repeated at each level: just as training participants learn to pay attention to *how* they convey information as well as *what* they are conveying, the training itself is just as remarkable for *how* it teaches as for *what* it teaches.

Trainees may come in saying that they can learn something

is being measured: the parent-child interaction. The assessment scale is used all over the world to evaluate individual infants after birth, to help new parents get to know their children, and for research (for instance, studies that investigate the effect of maternal depression on fetuses use the scale to compare children of depressed and non-depressed mothers after they are born.) Brown University professor of pediatrics Barry Lester has likened this shift (from focusing on how parents' behavior influences babies, to considering the baby's own behavior and innate characteristics) to the Copernican revolution: the realization that the sun, not the earth, was the center of the solar system.

In addition to his work on variation in babies' temperament, Brazelton had a role in documenting the importance of environmental influences: one study compared mothers and infants in Japan's remote Goto Islands to mothers in Tokyo and to Japanese mothers in San Francisco. In the islands, where pregnant women commonly sat quietly mending their husbands' fishing nets in a rhythmic motion, babies at birth had calmer temperaments and greater ability to pay attention: they could attend to a red ball, moved in front of their faces, for a full 30 minutes. The Tokyo babies could attend to the ball for 18 minutes, and the San Francisco babies for just 12 minutes. Brazelton also recognized that these environmental differences could reverberate through later development, as a parent responds differently to a child with a short attention span than to one with a long attention span.

This notion of environment as a two-way street, affected by both parent and child, became central to Brazelton's later work, and changed the field. For example, one study documented the increased likelihood that mothers will develop postpartum depression if their babies are especially fussy and hard to soothe, as happens when a child's growth *in utero* was retarded because of a problem with the placenta. Mothers of such babies don't get as much feedback that they're effective at calming their children down; in a cycle that continues, the mother's depression consequently affects the child.

Brazelton's fascination with cultural differences in parenting helped start a shift in pediatrics from pathologizing anything that differs from a single cultural norm to asking what adaptive purpose different cultural practices might serve. For example, he and colleagues studied the Gusii people of Kenya, who do not typically engage in the intense verbal interaction that middle-class Western parents use to help their toddlers learn speech and develop cognitive skills. The researchers concluded that environmental dangers led Gusii mothers to focus more on protection than education, while older children and others in the community stimulated babies' speech and cognition. The Touchpoints Center staff has worked closely with Native American communities as they have adapted their own versions of the Touchpoints principles specifically for their cultures and the problems they face in contemporary America, such as discrimination, cultural dislocation, unemployment, addiction, and poverty. Brazelton's work has also helped shift the perception of special-needs children as defective, promoting the idea that children and their personalities and abilities fall along a continuum and discouraging the idea that they can be sorted into the categories of "normal" and "not normal."

Katty Morocho (left, center), a social worker for Little Sisters, teaches client Zenaida Vega to bake a cake while Vega's nephew, Miguel, looks on. Vega hopes to find work at a bakery. The social workers are concerned with child development, broadly defined: they recognize that professional and personal fulfillment supports maternal mental health. During the same visit, social worker Sarah McLanahan plays with Miguel.

from their poor, uneducated (sometimes even illiterate) clients, but getting them to *act* that way is another matter. Social and cultural currents lead them to believe that *they* are the ones with knowledge to impart, and make it difficult to move to a model of mutual exploration and cooperative learning. These professionals have often spent decades working with children; they are already highly knowledgeable, well educated, and very good at their jobs. Getting them to incorporate new principles into their worldviews—to change the way they do their jobs—requires engaging them on an emotional, not just an intellectual, level.

Thus, participants learn the Touchpoints principles not by reading about them, but by experiencing them. The format encourages them to open up about professional insecurities, difficult situations they have faced, and what makes them angry about their jobs. It includes role playing, applied problem solving, and an invitation to honest criticism. When disagreements and conflicts arise, that's part of the plan; processing reactions in the classroom prepares participants for similarly raw situations in the world outside. This, after all, is what the participants are learning to do with parents: value passion wherever they find it. The average pediatrician or teacher confronted by an angry parent would go on the defensive. Touchpoints teaches considering the parent's point of view and remaining calm. Anger often means that the parent cares about his or her child; apathy would be a far worse sign.

Another Touchpoints tenet also goes against the grain of workplace culture: a mistake is not a blunder to be regretted, but rather a welcome indication that one is venturing out of one's comfort zone. Just as an infant appears to regress as he is learning something new, even highly educated, experienced professionals may look foolish when practicing a new skill. Numerous studies have found that children do better with confident parents than with parents who are terrified of making mistakes. If professionals are going to support parents as they make and learn from mistakes, they must practice what they preach by envisioning their own jobs, too, as a process of trial and error, no matter how much the professional context rewards having it all together.

This compassionate, supportive approach may even help prevent child abuse by alleviating parental stress. Studies have found that abuse rates increase around some of the regression periods that precede developmental milestones. What's more, children who are born prematurely—with the complications that often entails—and those with developmental delays are at greater risk for being abused, presumably because caring for them is more stressful for parents.

In fact, Touchpoints teaches that, to prevent abuse, providers need to understand the experience of parents who are at risk of abusing their children. Sparrow, who spent years working on the inpatient psychiatric unit at Children's with young patients suffering from abuse and neglect, says that too often, people who work with young children see parents as adversaries, and see their own mission as saving children from poor parenting. When a provider can understand that most parents don't *want* to hurt their children, but are at risk of cracking under pressure and stress, then "you can partner with the parent around the challenge of being the parent of that child in that moment." Besides, he notes, in most cases the best way to save a child from poor parenting is not to *remove* the child from the home—a drastic measure to be used only in cases where the child's safety is in danger—but rather, to *improve* parenting by shoring up the parent's skills.

Touchpoints therefore encourages a focus on parents' strengths. In Dorchester, for instance, Kinsella Scannell speaks of a drug-addicted father who brings his children to the Boys & Girls Club, rather than keep them at home where they'll see him using drugs. She firmly believes that even this small caring act should be recognized. If the man feels shamed and stops bringing his children, that will ultimately harm them more. And over time, as trust takes root and grows, he may become open to seeking the help he needs and allow the agency to connect him to a treatment program.

Little Sisters, too, is challenged to meet parents where they are, even when the circumstances are not ideal for child development. In East Harlem, most of the recent immigrants are from southern Mexico, where for many, the native language is the indigenous Mixteco. Many do not speak Spanish fluently, or read or write well enough to be considered literate; indeed, many of the parents have had no formal schooling at all. In small, crowded apartments where men need to sleep during the day because they work at night, children are kept from making noise. Instead of admonishing mothers that letting children run and play is important to their development, Little Sisters provides play groups where mothers can bring children to play outside the home.

Certain Touchpoints tenets—refraining from being prescriptive; empathizing with parents even when their behavior may be harming their children—might be controversial if the approach were not so effective. Not only does Touchpoints help resolve problems, but Kinsella Scannell finds that when the approach is in place, problems simply occur less often. Lucas, her colleague, says that whenever she encounters a problem in her work, she returns to her Touchpoints manual, and nearly always finds a solution embodied in one of the principles. The course costs $500 for a two-day training for those already working in care for young children, and $1,200 for a three-day training for others; the cost of becoming a Touchpoints site, which includes strategic planning around community engagement, multiyear follow-up mentoring, and evaluation, can enter the six-digit range, depending on the size of the organization. But it is well worth it, says Lucas: "If you apply the principles and concepts, you almost can't fail."

Banishing Bugs and Baking Cakes

Little Sisters operates out of a five-story building on East 115th Street. The façade is decorated with corrugated aluminum and cheerful red and blue panels between the windows. During the after-school hours, teenagers skateboard on the front sidewalk; cars drive by blasting salsa and reggaeton through open windows.

On any weekday, the building is abuzz with activity. A food pantry and thrift shop operate. People come and go for GED classes, classes in English as a second language (and even *Spanish* as a second language for Mixteco speakers), play groups, a children's music group, after-school tutoring, mentoring for teenagers, and a nutrition program that teaches kids to cook healthy meals with foods found in neighborhood *bodegas*.

Still, many mothers, fearing crime or running into someone who will report them to immigration authorities, simply keep to their small apartments all day, and the children play indoors. Little Sisters is constantly trying to reach more families with its services. It starts before birth: clients are encouraged to refer friends who are pregnant so those women can receive home visits. Visiting nurses like Deliee watch for signs of postpartum depression, which would trigger a referral into other programs, and inform the new mothers about "mommy and me" groups with playtime for children and social time for parents, a mental-health support group for women, and home visits for families with older children. The approach reflects a belief that children are embedded in a web of relationships—family, school, community—and supporting healthy development means looking at all parts of the web.

Employees at all levels of the Little Sisters organization, with all sorts of job functions, have been trained in the Touchpoints method. One of the three trainers on staff is Ray Lopez, whose job description—head of environmental health programs—on its face might seem to have little to do with child development. Lopez visits homes to help residents deal with infestation by pests—bedbugs, cockroaches, mice—that aggravate or even cause respiratory illnesses. His work relates to child development in that youngsters who suffer from allergies and asthma miss school frequently and can fall behind; what's more, he often makes referrals into other Little Sisters programs based on what he sees during a visit.

Children born prematurely are at greater risk for being abused—presumably because caring for them is more stressful.

Lopez also finds that the principles of compassionate communication help him to connect to clients and make it more likely that they will follow through to keep their homes pest-free. Instead of simply telling clients not to use harsh chemicals, he finds out what they already know about pest control and what informs their beliefs, and asks questions: how do you feel when you mop with bleach every day? "People will say they get a headache or notice what it does to their skin," he says, and draw the conclusion for themselves instead of rejecting his advice because they perceive it as an attempt at control.

Adopting Touchpoints "was not a big stretch" for Little Sisters, an agency that had a tradition of looking at multiple aspects of a family's life to support healthy growth, says executive director Gary Carter. Where picking up food at a food pantry might typically involve a five-minute interaction, at Little Sisters, the first visit involves a sit-down appointment that lasts an hour. In these initial interviews, social workers learn about new clients' lives and consider whether they might qualify for other Little Sisters or public programs such as food stamps, home visits, or legal support for employment or visa issues. And even though social workers' explicit purpose in making home visits is to observe, interact, and inform, all the while focused on child development, flexibility is encouraged. For instance, one social worker noticed depression in a client; knowing that maternal depression can harm a child, she not only notified the mother about mental-health services available through Little Sisters, but also explored vocational training options. When the mother decided she'd like to find work in a bakery, but lacked prior experience, the social worker spent one afternoon visit teaching her how to bake a cake.

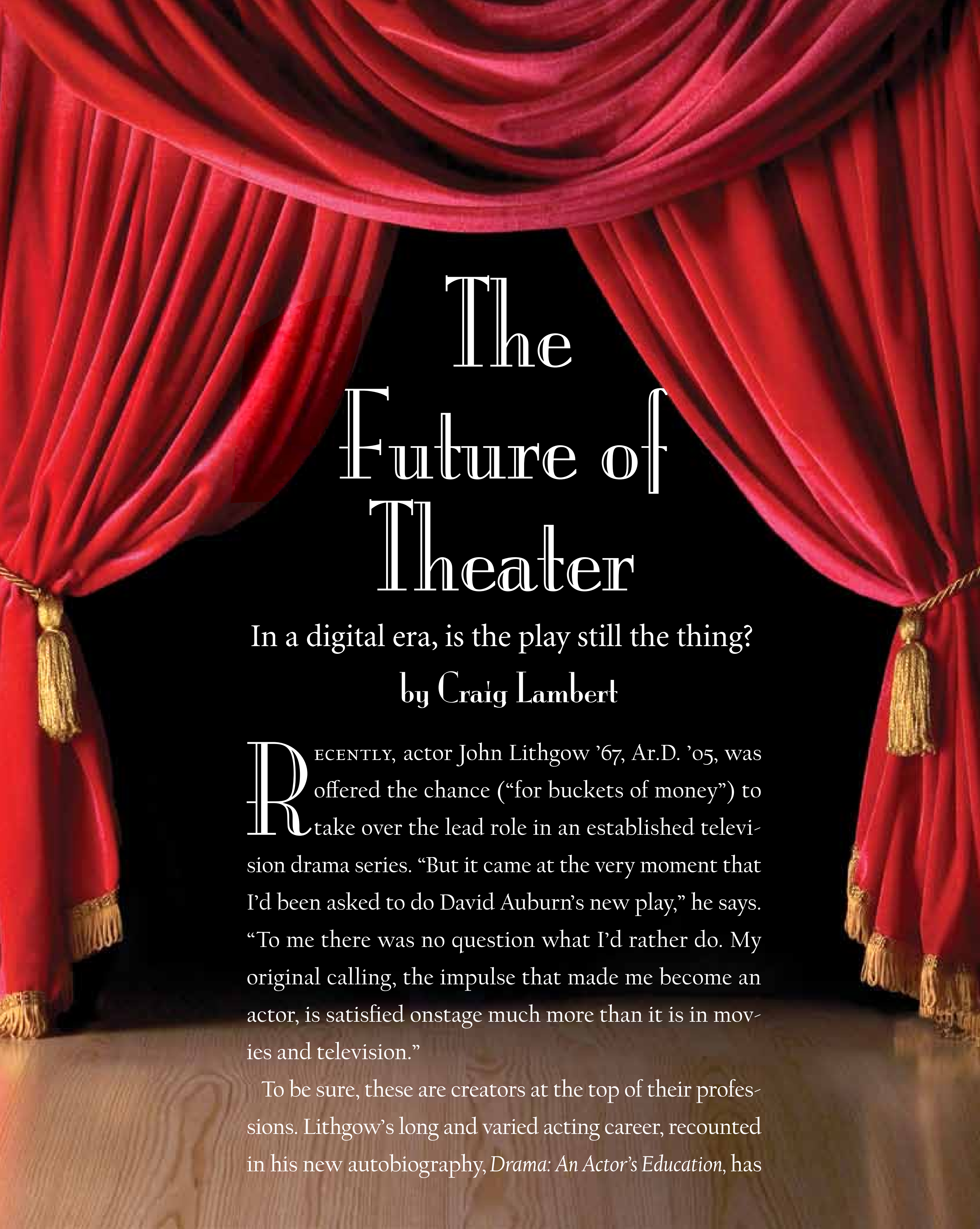
HM
Visit harvardmag.com/extras for a Q&A with Dr. Berry Brazelton, and learn more about Touchpoints in a narrated slideshow.

* * *

At 93 years old, Brazelton still comes to work at the Touchpoints Center office, tucked behind Fenway Park, five days a week. Says John Hornstein, Ed.D. '99, a center faculty member who helped develop the training program two decades ago, "He hates to miss anything."

"A great communicator who also made very important discoveries"—a rare combination, notes Sparrow, who also co-edited *Nurturing Children and Families*—Brazelton considers Touchpoints one of his greatest achievements. He often drops in on training sessions just to watch, but these appearances might not create the fuss they once did. When the sessions began in the mid 1990s, "people came because they wanted to learn from Berry Brazelton," says Hornstein. Nowadays, when he asks who has heard of Brazelton, fewer and fewer hands go up. "We still give him credit for the largest portion of the ideas," he says. "But the material has a life of its own."

Elizabeth Gudrais '01 is associate editor of this magazine.



The Future of Theater

In a digital era, is the play still the thing?

by Craig Lambert

Recently, actor John Lithgow ’67, Ar.D. ’05, was offered the chance (“for buckets of money”) to take over the lead role in an established television drama series. “But it came at the very moment that I’d been asked to do David Auburn’s new play,” he says. “To me there was no question what I’d rather do. My original calling, the impulse that made me become an actor, is satisfied onstage much more than it is in movies and television.”

To be sure, these are creators at the top of their professions. Lithgow’s long and varied acting career, recounted in his new autobiography, *Drama: An Actor’s Education*, has earned him Oscar nominations and Emmy, Tony, and Golden Globe awards, as well as a Harvard honorary degree. Auburn wrote the Pulitzer Prize- and Tony Award-winning drama *Proof* (2000), among other plays and screenplays; his production with Lithgow will open this spring. "Only a tiny fraction of actors have the luxury" of choosing stage over lucrative work on screens, Lithgow notes, adding, "In a way, it seems unfortunate that people feel you have to have a movie star in the cast of a Broadway show. On the other hand, it might help theater by strengthening its reputation as the 'high bar,' the best thing you can do."

If so, the stars' boost may be timely. Theater, an institution at the heart of world cultures for millennia, now confronts unprecedented challenges in a rapidly evolving society. Electronic and digital technologies have spawned an array of media, from 3-D movies to crowd-sourced video like YouTube to smartphones, that compete with the stage (and with other traditional media like books, and each other) for the audience's finite attention. A youthful generation raised amid a digital culture may prove harder to lure to a live theatrical performance; in the 2009-10 season, the average Broadway theatergoer was 48 years old.

"We're in such a crazy flux now," says Lithgow. "The whole notion of entertainment is confused and diffused. It's not just all these technologies and the ADD phenomenon of jumping around—the video-game mindset; we're not sure what entertainment *is* anymore. Half of television now is 'reality television,' where you have regular people forcing themselves into the limelight and everybody watching happy amateurs failing before their very eyes. Being voted off an island or being fired by Donald Trump is the new drama: that's where dramatic tension is being generated, rather than from the minds of writers, actors, and filmmakers."

Entertainment delivered cheaply to a laptop or handheld device beats theater on price and convenience. When playwright Christopher Durang '71 (see "A Yodel for Help in the Modern World," March-April 2009, page 28) arrived in New York City in 1975, he paid $10 for standing-room or obstructed-view tickets. A few years later, it cost only about $30 to see his hit play *Sister Mary Ignatius Explains It All for You*, which ran off-Broadway from 1981 to 1984. By 2008, the average ticket on Broadway was $86, and premium orchestra seats can now fetch $400 to $600. "These seats must be for people in the financial industry," Durang marvels. "I don't feel there is any play I personally want to pay $400 to see."

Those developments threaten live theater. In 2008, five playwrights helped inaugurate Harvard's New College Theater (now Farkas Hall) with a panel titled "Does Playwriting Have a Future?" The consensus was that there are plenty of fine playwrights, but the daunting question is, "Does *producing* have a future?" because it is so difficult to get new plays mounted. Durang says, "The people willing to invest in the smaller return of off-Broadway are disappearing."

Furthermore, the lucrative world of television, which has produced some excellent drama and comedy in recent years, has been siphoning off some of the best young playwrights—or potential playwrights—from the stage. "It's very, very important that [nonprofit theaters] continue to generate new writing," says Lithgow. "It's extremely difficult to write a play." He recalls gathering the comedy writers behind his hit television series, *Third Rock from the Sun*, a few years ago. "I told them, 'Look, you guys write one-act farces—one a week! You're brilliant at this! During your four- or five-month hiatus from *Third Rock*, why don't you write some plays? The field is wide open. Comedy writers used to write for Broadway, but comedy writers today are all writing for television. Write an evening of three one-acts; I'll produce it for you. And the playwright is in control in the theater; writers for film and TV are subject to rewriting—they're employees.' They were all very excited by the idea—and none of them wrote plays. They worked on pilots, played golf, and waited for the season to start again."

ISTOCK IMAGES

Drama in the Marketplace

Nonprofit theater faces particular problems. "People who think everything needs to be determined by the marketplace have no understanding of art," says Tina Packer, RI '95, founder of Shakespeare & Company, the theatrical company in Lenox, Massachusetts, that has been a staple of cultural life in the Berkshires since 1978. "The great cathedrals of Europe would never have been built, Van Gogh would never have painted, Michelangelo would never have sculpted if it were just about marketplace forces."

"In order to maintain its ideal form, theater needs to be subsidized," says Robert Brustein, senior research fellow and founding director of the American Repertory Theater (ART). In the 1930s, a tiny sliver of the New Deal Works Progress Administration budget supported the Federal Theatre Project (FTP), which funded a flourishing American stage culture from 1935 until 1939, when Congress canceled funding in reaction to the left-wing character of many FTP productions. Arthur Miller, Orson Welles, Elia Kazan, and John Houseman were among those who launched their careers under the FTP.

> "We're in such a crazy flux now," Lithgow says. "We're not sure what entertainment *is* anymore."

Nonprofit theater enjoyed a second golden age from the 1960s through the 1990s, with the National Endowment for the Arts (NEA) giving millions of dollars in grants that, along with a surge of awards from the Ford, Rockefeller, Mellon, and Shubert foundations, energized about 400 regional theaters—places like the Guthrie Theater in Minneapolis and the Arena Stage in Washington, D.C. Brustein himself started the Yale Repertory Theatre with $300,000 from the Rockefeller Foundation in 1966.

These regional theaters, many with permanent companies of actors, directors, and designers, "worked together like sports teams," Brustein explains. "They allowed for shortcuts. You didn't have to start from scratch, with actors getting to know each other for the first time, or competing with each other on the stage—they were there to provide mutual support.

"It was a collective idea in a rabidly individualistic society, so its life was destined to be short," he continues. "It lasted long enough to create some very distinguished work and to influence the quality of Broadway and off-Broadway." But the curtain came

Brustein warns against "a theater indistinguishable from Wal-Mart—just products to be bought."

down on this golden age, too. The economic recessions of the early 1980s and 1990s, and congressional reaction to the funding of controversial exhibitions by Robert Mapplethorpe and Andres Serrano, triggered cuts to the NEA's budget, decimating funding; meanwhile, some of the larger foundations moved away from theater projects. (Today, though, Brustein is guardedly optimistic about the NEA under its current director, Rocco Landesman, one of his Yale doctoral students and a successful Broadway producer, who, "I think, is going to try to re-stimulate the old ideals of the resident theater.")

Theater can never completely ignore the marketplace and the critics, who influence ticket-buyers. On one hand, when opening an off-Broadway show in New York, "if the *New York Times* doesn't like it, you're sunk," says Durang. Yet "the nonprofit theater is meant not to be a hostage to newspaper critics," says Brustein, who has written a great deal of theater criticism himself. If a nonprofit theater has enough resources independent of box-office receipts, "It can defy its critics, or even stay *ahead* of its critics," he declares.

Brustein tells of bringing the ART to Harvard in the 1979-80 season and signing up 13,000 subscribers its first year—they had never enrolled more than 6,000 in New Haven. The ART began with *A Midsummer Night's Dream*, and drew 14,000 subscribers its second year. But the following season, the company lost half its audience. "Boston had never been exposed very much to the avant-garde," Brustein explains, adding that many of the subscribers who left moved to the new Huntington Theater Company, which draws "an audience attracted to less provocative works."

Nonprofits matter, Brustein asserts, because when companies become completely dependent on the marketplace, "We have a theater that's indistinguishable from Wal-Mart—just products to be bought. There is no organic quality to it—just something to consume and throw away, with no enduring aftertaste."

Similarly, the director, actor, and playwright André Gregory '56 (best known for his title role in the 1981 film *My Dinner with André*), who's worked in avant-garde, radical, and experimental theater, declares that "Broadway isn't theater. That's *show business*." He distinguishes "passive theater"—that "doesn't force you or seduce you or charm you into asking questions, that tells you what to look at onstage, and when you come out, you say, 'Gee, that was good!' or 'Harry Sterns sang that song well!'"—from *active* theater that "demands that you ask serious, challenging questions of your own life, the culture, and the society we live in. The live actor performing something like *King Lear*, *Who's Afraid of Virginia Woolf*, or *Death of a Salesman* is extremely disturbing. The question is: Is there an audience for that?"

One large nonprofit theater, the Oregon Shakespeare Festival (OSF), founded in 1935, seems to have struck a healthy balance between art and the marketplace. The OSF is a "destination theater"—it draws 85 percent of its audience from more than 200 miles away from its base in Ashland, Oregon. With annual attendance of more than 400,000, an operating budget of $30 million, and 100 actors on the payroll, it is the largest acting company in the United States. The OSF's artistic director, Bill Rauch '84, praises the "adventurous nature of our audiences." For example, last year OSF commissioned the Chicano theater troupe Culture Clash to write and perform (along with six OSF actors) an original show, *American Night: The Ballad of Juan José*. "Shakespeare has been considered a safe box-office bet, and new work considered risky," Rauch says. "But *Henry IV, Part I* did not do as well at the box office as *American Night*. Things have shifted: the audience is interested in new stories, and the new work is so exciting." *American Night* is the first of 37 new plays that the theater plans to commission for a series, "American Revolutions," that will look at moments of change in the country's past. "We're inspired by Shakespeare's cycle of histories," Rauch says.

"We're doing this in partnership with other theaters," he adds. "Cooperation among theaters is part of the future. In the past, theaters have been very proprietary, holding onto world-premiere rights. Now many places are sharing; there is a lot of co-producing."

Theme Park with Footlights

"Broadway is so strange now," says Lithgow. "It has become a kind of theater theme park." If so, it's a long-running Midtown success. Shows appearing on "Broadway"—technically, a list of specific theaters, all in or near Times Square—have prospered steadily. The total box office is about $1 billion annually, with an additional $1 billion reaped from road productions, according to the Broadway League, the national trade association. "In the media business, it's not large," says Tom McGrath '76, M.B.A. '80, chairman of Key Brand Entertainment, a leading producer and distributor of live theater, including both Broadway shows and touring productions. (Motion-picture box-office receipts in the United States and Canada were $10.6 billion in 2010.) "But in the midst of the recent recession, Broadway has had a record year."

Nearly half of Broadway's shows are straight plays, but musicals dominate in attendance and revenue. Its theaters attract an audience heavy on tourists (62 percent), nearly two-thirds of it with annual incomes above $75,000 and 66 percent of it female (up from 55 percent in 1980). The sector remains profitable even though only

Robert Brustein onstage at the Loeb Drama Center, home of the American Repertory Theater, which he founded in 1979

one of eight new productions succeeds. Though it's a risky investment, a smash hit can return 80 percent per year, and the backers of a revival of one well-known show have earned a return of nearly 20-to-1 on their money—with the show still running.

"Broadway is an expensive business," McGrath says. "It is mainstream theater—it's not designed to be experimental, just as movie studios don't produce the same material as independent filmmakers." A major difference from movies, though, is that "you can open a movie on 1,000 screens or 5,000 screens, but a Broadway show is limited by the capacity of the theater"—and even though runs can be open-ended, "the buildings aren't growing any new seats."

Despite the risks, for someone with disposable money who loves theater, becoming an "angel" can be exhilarating. Buy a share of a prospective musical, say, for as little as $25,000, and you can have a theater life. That means being invited to all the backers' auditions, workshops, tryouts, opening nights, and investors' parties for *all* the shows on the Great White Way. "You can have the composer come to your house and play the score on your piano," McGrath notes. "It can be a lot of fun compared to, say, joining a golf club."

Adventures with Audiences

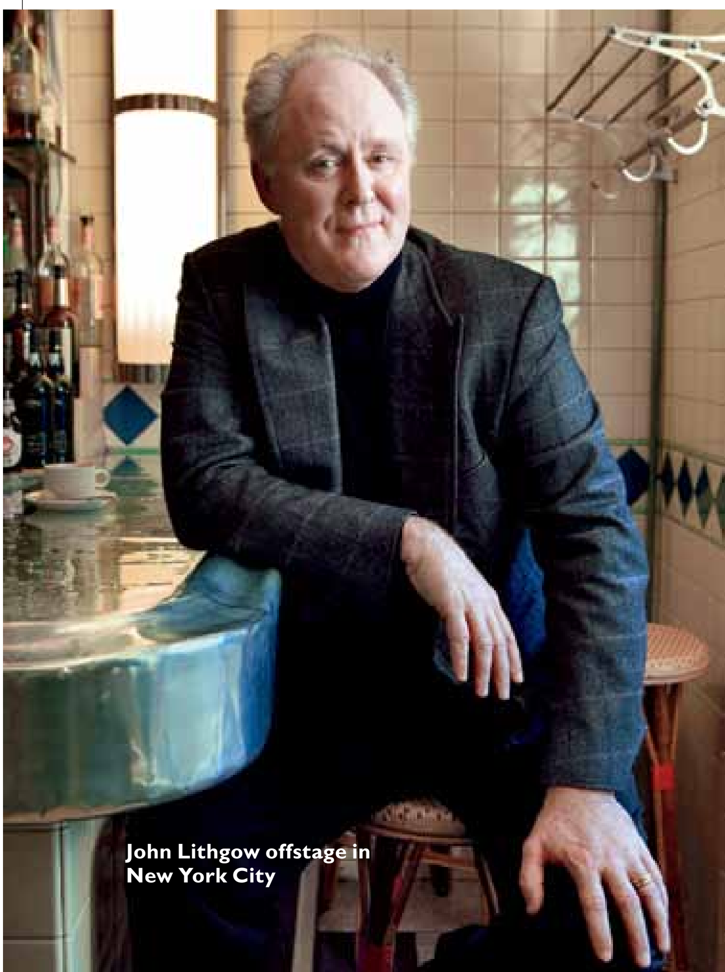
"THERE'S A SYNDROME in our profession—to blame the audience, especially young people," says Diane Paulus '88, artistic director of the American Repertory Theater. " 'They don't want to go to the theater anymore—why? They don't have attention spans. They'd rather be in control, with their personal handheld devices. There are too many entertainment choices. We're a depraved cul-

> "There is nothing like the stigma that was attached to being a theater type 30 or 40 years ago."

ture.' I've always found this deadening, because it doesn't give you any room to change. We have to flip that analysis and say, 'Maybe it's *us*—maybe it's the arts producers. Not just the writers and actors but the whole machine—perhaps we have to do a better job of *inviting* this audience back to the theater. Have they left? Yes. Have they not developed the habit of coming? Yes. Is it their fault? No!"

Since her first season of programming at ART in 2009 (see "Theater As If It Matters," November-December 2009, page 17), Paulus has updated the theatrical invitation. She made a splash with *The Donkey Show,* a reimagining of *A Midsummer Night's Dream* (with not a word of Shakespeare) that unfolds around the audience, with participatory dancing and musical numbers sung by the characters. *The Donkey Show* was a long-running success in New York, where Paulus and her husband, producer Randy Weiner '87, first mounted it, and in Cambridge it continues to draw throngs to the ART's Zero Arrow Street Theater, now renamed OBERON (after the character in the play) and reinvented as a nightclub theater.

"We've got to open up the definition of what theater *is,*" she declares. "If the show happens at midnight on Friday night, instead of starting at 8 P.M., that means what? What if the show is 10 minutes long? Or an hour long? What if you dance for 45 minutes before the show begins? Create a space that turns the rules on its head. OBERON is accessing a new demographic: a younger, under-30 audience. This audience isn't one that 'goes to the theater'—they go *out at night.* They want to be in the presence of others, to socialize; they need that release—which theater can provide, like the mosh pit of Shakespeare's Globe Theater, or the festivals of fifth-century Athens. The theater needs to be something where you feel: 'I have to experience it.' Not just read or see it. People are craving experience—they are *desperate* for experience."


John Lithgow offstage in New York City

The theater of the future will be one that actively engages its audiences and probably breaks not only the "fourth wall" (the imaginary "window" of the proscenium) but the other three as well. Audiences at a recent New York production of *Our Town,* for example, found themselves literally part of the cast. In Boston, the Actors' Shakespeare Project, founded by Benjamin Evett '86, an ART Institute graduate, performs Shakespeare in unusual settings like storefronts and churches, literally taking the Bard to the streets. And Bill Rauch, in a previous life, co-founded the Cornerstone Theater (see "To Work and Be Proud of It," May-June 1990, page 30), which develops community-based and -produced versions of classic plays in small cities and towns.

"In the final analysis, it may be more interesting to work in smaller environments, where you don't have to earn back millions of dollars but can cover your expenses with $40,000 or $50,000," says Jack Megan, director of the Office for the Arts at Harvard. "The bigger the dollar investment, the more the producer has to think of the audience, and the more the producer calls the shots over the creative people."

A Stage Theory of Learning

"IF CHILDREN AREN'T EXPOSED to music and art, you won't develop either artists or audiences," says Robert Brustein. As the educational system is a prime engine for nurturing accomplished playwrights, actors, directors, and other theater types, he laments the "unavailability of art and culture courses in elementary school, due to budget cutbacks where the first move is to fire the music teacher."

Shakespeare & Company in Lenox has deeply embedded itself in its surrounding communities by bringing theater to local schools. Their program, which involves nearly all the high schools in Berkshire County, as well as several middle and grade schools, reaches more than 40,000 students and teachers annually with performances, workshops, and residencies. It has engaged close to a million participants since it began, along with the ensemble itself, in 1978.

"Our work in the schools," Tina Packer says, "is as important to us as our own productions. When we go into a high school, we usually get 30 to 50 kids to be part of each Shakespeare play. They do the plays in their schools, then they come together at our fall festival—four days of nonstop high-school Shakespeare—and perform for each other. Everyone who auditions participates in some capacity, and most kids do the Shakespeare program for three years. They get very passionate about this because it's the place they can speak freely—they can have their emotions. We know that this builds community: we see the kids who do this get deeply attached to each other."

Meanwhile, in recent decades, the explosion of entertainment in

Photograph by Carolyn Cole/Los Angeles Times/ Contour by Getty Images

Tina Packer in *Women of Will,* her performance piece showcasing Shakespearean female characters, at Shakespeare & Company, in Lenox, Massachusetts

popular culture has shifted the norms of youth culture, raising the status of performers. "There is nothing like the stigma that was attached to being a theater type 30 or 40 years ago," says Tom McGrath. "Now, there's *prestige* attached to being able to sing or dance or act at a very high level, and this encourages people to do it." (Witness the hit television show *Glee.*) Along with an upsurge in the quality of theater-training programs at the secondary-school and university levels, the result is productions where "quality is at an all-time high point," he says. Despite the economic challenges that professional theater faces, he says, "This is a golden age of theater, in terms of the number and range of productions, and the quality of actors, directors, and designers at all levels."

At Harvard, undergraduates put on 40 to 60 productions per year, each one running four to eight nights, says Jack Megan. Brustein notes that curricular opportunities in theater have increased significantly since he arrived in 1979, when "There was not a single theater course for credit, except [English professor and playwright] William Alfred's playwriting class. The ART introduced 12 courses on theater studies that the Committee on Dramatics approved, but there were rumblings. Some members started demanding that our acting and directing teachers should have scholarly publications and advanced degrees. Academicism can be death to the creative instinct. But imaginative scholars know that you can't apply the same strictures to creative people as to academics."

Harvard is one of the few major colleges without a drama concentration. Speaking at a recent panel discussion at the ART on the opera *Nixon in China*, Peter Sellars '80, its inaugural director, went so far as to declare, "I came to Harvard *because* they had no theater department; there were not many universities that had that advantage. Theater is something that doesn't belong in a department at all. I *love* that artists have to find their own path here." Nonetheless, today's Committee on Dramatic Arts, chaired by Wien professor of drama, English, and comparative literature Martin Puchner, is developing a concentration in drama (a recommendation of the Task Force on the Arts that President Drew Faust commissioned in 2007) to complement, not supplant, the lively extracurricular scene.

That will be welcome news to Bill Rauch. "I've taught in some very structured theater programs and been horrified by how little they [the students] worked, and how few were the opportunities to act and direct, to practice your craft," he says. "At Harvard, I directed 26 shows in every corner of the campus, from the basements of dorms to the steps of Widener."

Stories Acted Out

"HUMAN BEINGS creating and experiencing a story together in a room—that's not going away," says Rauch. "In some ways there is even more hunger for it now." Tina Packer agrees. "It's only through people gathering together—which is what theaters do—that you can actually feel the humanity. It's a palpable, visceral feeling—a collective feeling," she says. "You can't feel it on Facebook, you can't feel it on television, and you don't get the truth in any of these places, either.

"The Greeks and the Elizabethans had everyone in the same place, with the actors talking to an audience that was *listening,* not *watching,*" she continues. "The advent of the proscenium arch separated the audience from the actors, creating a kind of frame or window through which to 'view' the play. Now, we've gotten to a stage where the audience and the actors are not even in the same room. But asking the questions together—*that* is the thing that builds community. As an actor, when you're being successful, you can feel it in your body, you can feel you're getting there. You have an inner picture of who you're playing; it makes a coherent whole. You can feel through the audience response that they understand it, too."

That experience cannot be replaced by anything viewed on a screen, in 3-D, or interactively. The theater will surely stay alive in the future—the only question is, in what forms? The hunger for live storytelling, for the shared experience of actor and audience, may even increase, if and when people tire of the edited, buffed, packaged perfection of television and film products. "There's a kind of tremulous fragility to the theater, because anything could happen," says Lithgow. "There's a kind of breathlessness."

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

Edward Rowe Snow

Brief life of a maritime original: 1902-1982

by SARA HOAGLAND HUNTER

EDWARD ROWE SNOW '32 may have been the oldest member of his class, but his career as "Flying Santa" to New England's lighthouse keepers proved him its youngest at heart.

Growing up in view of Boston Harbor, in Winthrop, Massachusetts, and lured by his mother's colorful tales of life aboard ship with her sea-captain father, he spent nine years after high school working his way around the globe on sailing vessels and oil tankers. "[I wanted] to see a little of the world when I was young enough to enjoy it," he wrote in his class's twenty-fifth reunion report. The romance of the sea became the subject of his more than 40 books; *Storms and Shipwrecks of New England, A Pilgrim Returns to Cape Cod,* and *The Lighthouses of New England* in particular were staples in New England homes.

He temporarily halted his adventures to enter Harvard at 27, concentrating in history and whipping through in three years by attending summer sessions. A month after graduation, he married the soul mate he had met in Montana and brought her back to his beloved New England. Anna-Myrle Haegg was not only along for the ride; she was an eager co-pilot. For the next 50 years, she paddled the bow of his canoe as he explored the Boston Harbor islands and bumped along beside him as he dropped presents from a twin-engine plane to lighthouse children from Maine to Long Island—sometimes even to the Great Lakes, Florida, and the West Coast.

Snow was a natural yarn-spinner who found his voice and a ready audience while teaching at Winthrop High School. One of his students was Bill Wincapaw, whose father had begun a tradition of dropping Christmas presents to lighthouse keepers along the New England coast. Affectionately dubbed the "Flying Santa," William Wincapaw expanded the route each year as more lighthouse families heard of the deliveries, and enlisted his son, who at 16 became the youngest licensed pilot in Massachusetts. When the Wincapaws needed backup, Snow must have been an obvious choice and eager volunteer: though not a pilot himself, he was an expert aerial photographer of his favorite subject, lighthouses. In 1936, he and young Wincapaw covered the southern New England route down to Connecticut. By the 1940s, as duties precluded the Wincapaws from participating, Snow took on the flights with his family. Except for the wartime Christmas of 1942, when he lay on a hospital ship, the sole survivor of a bombing attack in North Africa, he would not miss a holiday flight until handing off his Santa suit in 1981. (Today, the Friends of Flying Santa continue the work.)

Snow's only child, Dolly Snow Bicknell, who accompanied her parents on the lighthouse deliveries until she went to college, remembers the flights as "bumpy, rough, and scary." Flying at what would be illegally low altitudes today, cutting the speed to insure accuracy, the plane would circle the towers three times: once to signal, once to make the drop, and a third time, to check the drop.

Simple gifts—a doll, candy, and a copy of his latest book—along with the cost of leasing a plane and pilot, came from Snow's pocket; even after he became a local celebrity, his family lived frugally to fund the annual flights. "We always had piles of stuff around the house waiting to be bundled," Bicknell reports. She recalls "the signs that people had made on the ground…'Hi Santa' and 'Merry Christmas,' and when we landed to refuel and got to meet some of the families, I saw how special this tradition really was—how much people appreciated what he did." Snow became a favorite of the keepers and their families, returning often to collect their stories for his columns, radio and television appearances, and lectures.

As his reputation as a storyteller spread, he gave up teaching to write and lecture full-time, punctuated by the annual gearing up for his lighthouse deliveries. In the quieter off-season, Snow was a sought-after guide to old Boston, regional lighthouses, and the harbor islands he had loved since childhood. (Tour regulars be-

(Clockwise from top) Dressed for duty, Snow readies a special-delivery gift; en route over Boston Light (1947); Snow and his wife load up (1940); the entire family makes ready (1954); greetings from Boston Light (1958)

came known as the "Harbor Ramblers.") He knew stories of every beach, ruin, and island ghost, and delighted in sharing them. Devastated when historic Fort Winthrop was razed to make way for Logan Airport in the 1940s, he led the fight to save another island fort from being sold by the federal government for possible use as a waste dump. As president of the Society for the Preservation of Fort Warren, he galvanized others in an effort that saved the fort and laid the groundwork for preserving the 34 islands as a national recreation area. In gratitude, each August, his accomplishments are celebrated during Edward Rowe Snow Day on Georges Island, where a plaque in his honor states, "Author, Historian, and 'Flying Santa' to Lighthouse Keepers."

HM▶ Visit harvardmag.com/extras to view videos of "Flying Santa" in action.

In his fiftieth-reunion report, published posthumously, Snow quoted Tennyson's "Ulysses": "Tis not too late to seek a newer world./…To sail beyond the sunset, and the baths/of all the western stars, until I die." Fortunately, for the generations of writers, historians, and coastal preservationists inspired by his example, he discovered this newer world right outside his back door. His daughter recalls how in later years, when shrapnel in his ankle precluded hiking into the marsh to dig clams, his favorite pastime, he went by canoe instead. "He said that five minutes after he left the house, he was away from everyone and everything"—the gregarious storyteller ever returning to the sea.

Sara Hoagland Hunter, Ed.M. '86, has written nine books for children, including The Lighthouse Santa, *based on the Christmas flights of Edward Rowe Snow (University Press of New England, 2011).*

Photographs courtesy of Dolly Snow Bicknell

The Water Tamer

John Briscoe tackles water insecurity around the world.

by Jonathan Shaw

In the little town of 5,000 where he now lives, John Briscoe holds the exalted title "master of the Todd Pond dam," a tiny impoundment. He uses this role to introduce his students to the competing demands at the heart of water management.

"Everyone who lives on the pond likes the water to be kept high because it looks nice," he explains. "But if you have a full lake and there is a lot of rain, water that overtops the dam will erode the base and you will lose your dam—which is a safety issue." As the manager, therefore, Briscoe must monitor the weather. "If rain is coming, I go and take out a few boards to lower the level." If the rain doesn't materialize, a lot of swampy muck is exposed around the shoreline, and everyone asks him, "How come you lowered the dam?" The decision, he explains, was probabilistic.

Meanwhile, aquatic reeds grow and accelerate the accumulation of silt behind the dam, because "the natural course is to revert to being a swamp. But people don't want to live on a swamp. They want to cut the trees around the pond so they can have a view; but that also speeds silting. How do you deal with human needs and environmental needs and safety? All of which, at a much lower level, are the issues of the great river systems in the world."

Briscoe knows those great rivers well. In the world of water policy, he is the "damn dam guy" to some people, but in arid parts of the world, particularly in underdeveloped countries, he might be hailed as the "tamer of water"—if people on the street knew about his work.

Water issues are not just about scarcity or potability or floods, he explains—they are part religion, part politics, part civilization. "Take Three Gorges Dam," he says. "From a distance it is perceived as the largest hydroelectric project in the world—which it is." But what is the *meaning* of Three Gorges? "In Chinese history, the fall of emperors is associated in the popular mind with an inability to control floodwater: the emperor who does not control water will not last." Dams are thus symbols of social order. "That symbolism, at *least* as much as the hydropower and flood control, is what Three Gorges is about": the efficacy of the state. In India, where Briscoe lived for several years, the Ganges is deeply entwined in the country's language, culture, history, and political order, he continues, as well as with such concerns as energy, health, agriculture, and the environment. "Water truly branches into all aspects of life."

Infrastructure, Institutions, Innovation

Now a professor with appointments in the School of Public Health and the School of Engineering and Applied Sciences (SEAS), Briscoe grew up in South Africa, where his mother ran a day-care center and orphanage in the black township of Soweto. He was exposed to poverty and wealth: a social landscape that mirrored the country's extremes of lush coastal regions ringing an arid but economically important interior—the center of vast mining operations. There, he formed "a view that was both personal and political about inequality and development and South African resources," he says—"water being key to that." Later, while living in the interior of Bangladesh, he experienced first-hand how a flood-protection and water project could make massive improvements in people's lives in a place with no water or electricity. His subsequent career spent controlling water, whether for environmental or human purposes, has thus been something of a crusade, "never separate from my emotional, political, and personal life."

Just before coming to Harvard in 2009, while working as country director for Brazil at the World Bank, for example, Briscoe authorized a small loan that typifies the kind of win-win solutions that he favors. In the state of Espírito Santo, the water utility that serves the capital city, Vitória, was having problems with very heavy runoff of sediments into its treatment plants, the result of agricultural development: a simple analysis showed that the cost of water treatment increased with the turbidity of the water entering the facilities. "This was a very practical argument, not about preserving the biodiversity of the earth or anything like that," Briscoe reports. There was an equally practical solution: "If you work with the farmers upstream on better land-use practice, by investing X you can reduce the sediment loads coming down into the plants by Y." The utilities "pay these farmers to manage their land in a different way"—improving agricultural productivity and preserving soil—"and it is actually much cheaper to do that than to treat all this sediment."

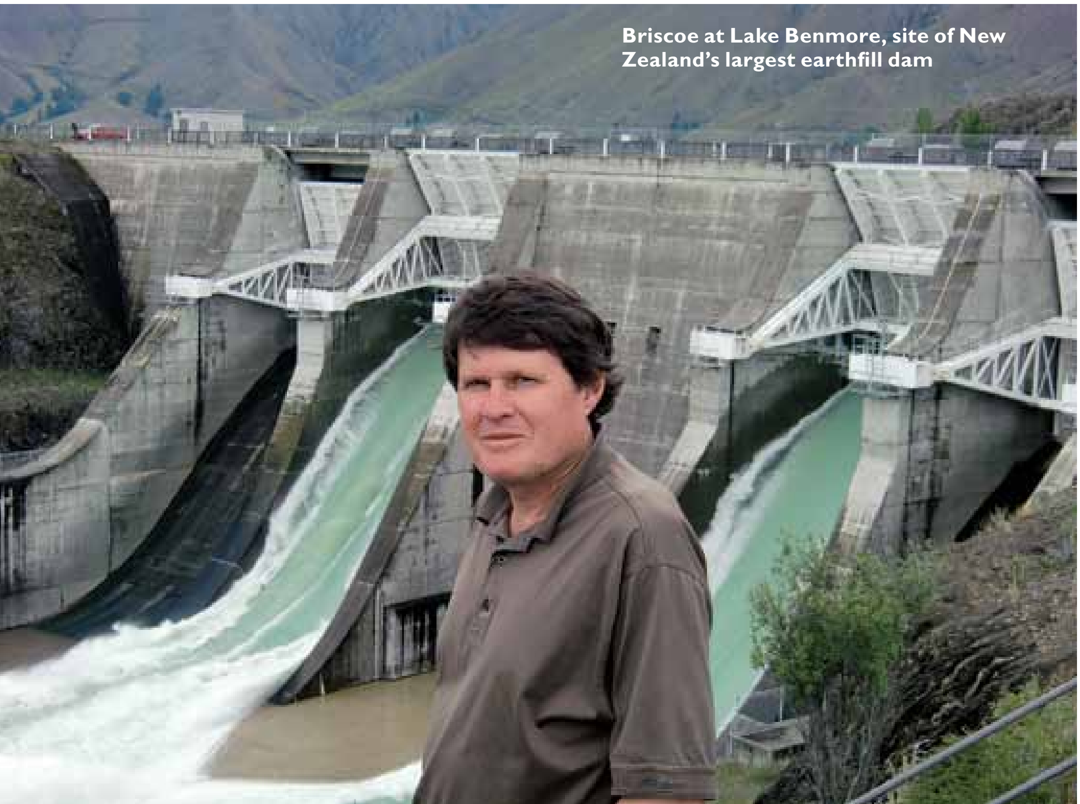
Briscoe is, above all, a doer—he is McKay professor of the practice of environmental engineering and professor of the practice of environmental health. And there is plenty to do: water resources are finite, whereas demand increases as economies and populations grow. Climate change exacerbates water insecurity as glaciers melt and rainfall patterns shift. To address these concerns and to cultivate a new generation of "water intelligentsia," he has launched the Harvard Water Security Initiative, which focuses on major challenges in countries around the world, including the ability to provide people with safe drinking water and food, to produce energy and sustain economic growth, and to enhance environmental quality.

When not dealing with major global water issues, John Briscoe manages this small dam near his home. He holds the hook used to open the sluice gate.

In his academic context, far different from the World Bank role, Briscoe says, "How do you find ways in which you can both specialize and get very deep knowledge, but by the same token deal with issues as they really occur? Students are just dying for opportunities to work on problems in their full context." He has spent his career "surfing between the thinking and the doing communities, the intersection between 'practitioners who don't read, and researchers who don't practice.'" The water-security initiative aims to bridge this gap by creating "specialized integrators," as Briscoe calls them, for water issues.

His students grapple with problems that "literally keep the leaders of many countries awake in the night": rising demands for a highly variable resource; floods; droughts; climate change. The initiative is working in the Murray Darling basin (Australia), Pakistan, Brazil, and the Mississippi and Colorado river basins in the United States. Each basin is at very different stage of development, but all feature governments competing for water interests within a federal system (see "Across the Thinking-Doing Axis," page 47). On the Mississippi, the issue is who gets flooded when the rain comes: New Orleans or a community behind a levee far upstream? In the American West, the first-order issues of secure potable water supplies have largely been solved by the construction of a vast number of dams, but allocating scarce water for agricultural use and for the environment in the nation's most

Photograph by Jim Harrison



Briscoe at Lake Benmore, site of New Zealand's largest earthfill dam

COURTESY OF JOHN BRISCOE

productive farming region is at times contentious. Brazil, on the other hand, has lots of water, mostly in the Amazon, but is nowhere near its potential in harnessing that resource for hydropower for a growing urban population, or for its booming role as a major agricultural exporter.

Briscoe brings an analytical framework to each of these basins, encouraging students to think about "three *Is*": infrastructure, institutions, and innovation. "If you look at an arid basin like the Colorado," he points out, "there is infrastructure [dams] to store three years' supply of water. Historically, that is how they have dealt with variability. But in Pakistan, for example, the storage capacity is not three years but 30 days, so there is an enormous need for more infrastructure."

Australia's institutions are among the most advanced. (Cities have invested in desalinization plants to supply drinking water, as a kind of insurance policy that makes economic sense.) During a drought from 2000 to 2008, the Murray Darling basin in the country's irrigated agricultural heartland suffered a 70 percent reduction in water availability. "Amazingly," Briscoe reports, "they were able to produce the same aggregate agricultural output. They had lots of long-standing infrastructure [such as dams for storage], but they also had flexible institutions"—including a market for trading water rights as needed. Rice, for example, is a high-value crop when water is abundant and cheap. But when water is scarce, rice farmers who can't grow rice still "make a killing because they have water entitlements" to sell to grape and fruit growers who produce much more value per unit of water. Then, when the price of water comes down, they grow rice again. The result is that the region produces the same *value* of goods—just not the same goods.

Australians have benefited as well from technological innovations such as drought-tolerant, genetically modified crops and the use of nanotechnologies in wastewater treatment and in desalinization. But expensive, high-reliability technological solutions to water problems won't work everywhere. Water, as Briscoe often says, is a local issue. That is why he encourages dams in much of the developing world, but opposes new ones in places such as California, which has a lot of storage capacity already: "I'm a supporter of what makes sense."

Pakistan's Problems

Nowhere, perhaps, are water issues more complex than in Pakistan, where, last summer, four Harvard students—training in law, public policy, mechanical engineering, and environmental engineering, respectively—joined Briscoe and three students from Lahore University of Management Sciences to grapple with local problems.

Wedged between Afghanistan to the northwest and India to the southeast, the country was "created at the stroke of a British pen," says Briscoe, by drawing a line through the middle of Punjab ("the land of the five rivers" in Urdu) province along largely religious lines. (Hindus ended up in India, Muslims in Pakistan). This geopolitical artifice matters because the headwaters of the Indus and five other rivers that drain into its basin were given to India. Water relations between the two countries have been governed since 1960 by the Indus Waters Treaty, brokered by the World Bank, which granted the flows of the three eastern rivers to India, and those of the three western rivers to Pakistan. (Briscoe was responsible for managing the bank's role in the treaty while he worked there.)

That diplomatic solution nevertheless created the problem for Pakistan of getting its water from the western part of the country to the eastern agricultural zone. This was accomplished by constructing two large dams and enormous link canals, hundreds of miles long, that carry water flows 10 times those of the Thames. But almost half of the water that feeds these rivers comes from glacier- and snow-melt in the Himalayas. Climate change will eventually alter these flows. Some models predict that they will increase during the next couple of decades and then diminish by 30 to 40 percent in the next 100 years; others suggest the major change will be a seasonal shift in flows.

There are also problems of salinity (much of the lowland was once an ocean basin) and waterlogging from over-irrigating the land. These were analyzed during the 1960s by Harvard engineers engaged at the suggestion of then U.S. president John F. Kennedy and the invitation of Pakistan's president, Ayub Khan. Their solution—the installation of diesel-powered tubewells to pump groundwater—simultaneously lowered the water table and leached salt out of the root zone. It also gave farmers a measure of independence: they no longer needed to rely on surface water from the Indus for all their irrigation needs. But groundwater resources are becoming scarce now, and the use of tubewells will likely need to be regulated, just as river flows are, to avoid running them dry.

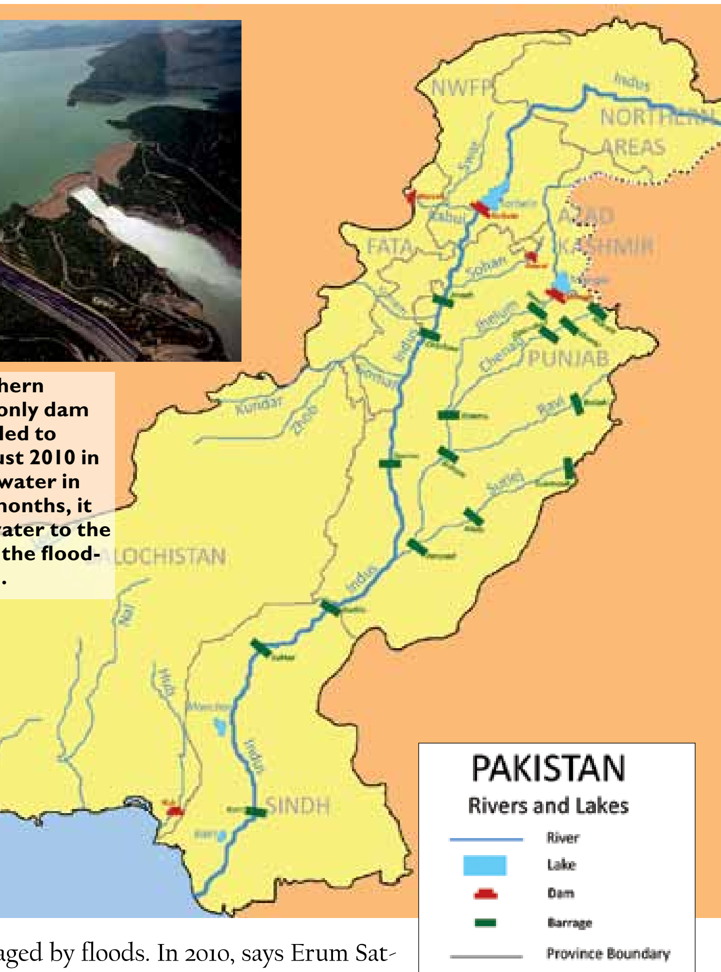
A half-century after that earlier Harvard effort, Briscoe's group of students met with farmers, business leaders, and civil servants; analyzed data; studied the legal accord that governs the sharing of water resources among the provinces; and made recommendations about how to manage those resources better in times of shortage and excess. Fundamental to their study was their collaboration, drawing on their specific areas of expertise to integrate legal analysis with technical understanding and policy recommendations. "That type of integration only happens when a group of people look at a single problem together," says Briscoe. "The conversation between the lawyer and the engineer only becomes a conversation when it is about a specific set of issues."

"Pakistan is bigger than England," explains Laila Kasuri '13, an environmental-engineering concentrator who hails from Lahore, but the country relies primarily on the Indus alone to supply water to farmers, who produce 25 percent of the country's economic output. Through gravity-flow along the series of canals, the channeling of the Indus feeds the largest contiguous irrigation area in the world (54 million acres). Water is shared according to a "warabundi," or time-allocation system. A tributary to a farmer's plot might be opened, for example, for four hours every 10 days. But water sometimes doesn't make it to the far reaches of this distribution system. That is in part because "most of the river's flow comes in the summer months of June, July, and August," explains Muhammad Hassaan Yousuf '12, who studies mechanical engineering in SEAS. The other nine months, water is scarce and precious.

In some years, Pakistan—with 180 million people to feed and annual rainfall averaging less than 9.5 inches—suffers severe droughts and shortages of electrical power. (A particularly bad drought gripped the country between 1998 and 2002.) In other years, it is ravaged by floods. In 2010, says Erum Sattar, a member of the summer water-project team who is pursuing a doctorate at Harvard Law School, some 20 million people were displaced by a flood that covered one-fifth of the country's land area. Two thousand people died. The flood destroyed homes, infrastructure, and crops, which led to higher food prices. The damage was estimated at $43 billion. Just a year later, a pattern of water shortages reasserted itself. These cycles of flood and drought, and the resulting poverty and food shortages, contribute to social dislocation. Meanwhile, the country's population is projected to grow to between 300 and 320 million by 2050, Sattar says. Those people will need more water, and the food that water helps provide.

Y FAROOQ NAEEM/AFP/GETTY IMAGES

Tarbela, in northern Pakistan, is the only dam on the Indus. Filled to capacity in August 2010 in order to supply water in the dry winter months, it had to release water to the spillway despite the flooding downstream.



MUHAMMAD HASSAAN YOUSUF

A small hydroelectric plant on a canal at Gandaf provides much-needed electricity for a region of Pakistan. Turbines (left) generate power, while spillways (right) return excess water to the Indus.

Trapping and Taming the Waters

The student project Briscoe set up in Pakistan is related to his work with the Asian Development Bank, for which he leads the analysis of water issues as part of a group with a "rather Orwellian name," he notes: "Friends of Democratic Pakistan." The funding countries are "not so friendly with the government of Pakistan, and Pakistan is not so democratic," he points out, but the aim is a good one: to "stabilize the country both for their own good and for our good" by addressing its "major existential issues."

His students visited six regions of Pakistan, meeting with stakeholders ranging from farmers to technical experts in flow modeling to private sector interests; Nestlé, for example, which collects milk from 190,000 farmers every day, has a vested interest in improving yields and therefore in more effective water management. The students also met with government officials involved in water regulation and visited sites of major importance to the country's water infrastructure.

They saw first-hand that there is much room for infrastructure improvements, because Pakistan depends not only on one river, but on one major dam—the second largest in the world by structural volume. Tarbela Dam is managed for one purpose: agricultural irrigation. The group visited to gather data and study its operating rules—a subject they had learned about earlier in the summer during a trip to the Washington, D.C., headquarters of the U.S. Army Corps of Engineers.

Dams can be operated "to store water; to generate hydropower; or to mitigate flooding," explains the Harvard team's Yousuf—but a single dam cannot prioritize all three at once, and a dam's flow parameters are chosen to serve the primary purpose for which it has been designated. In Pakistan, for example, "where there are two cropping seasons, one in summer and one in winter, most of the water flow comes in the summer, so you must store as much water as you can in that period" to have enough for the winter season. At Tarbela, that means filling the dam as much as possible during the summer. "By August," Yousuf explains, "the dam should be full," which is why "when the floods came in the summer of 2010, there was very little storage available to attenuate the flood peaks." Because there are "no redundancies in the system," he continues, "you can't manage the dam for flood control during the summer. People need water for irrigation in the coming dry winter season."

"The only solution," says Kasuri, "is a very big dam." Perhaps more than one. Pakistan clearly needs more agricultural-storage capacity, more flood-control capacity, and more electrical generating capacity. Only 14 percent of its economically viable hydropower potential has been developed (compared to more than 70 percent in advanced economies).

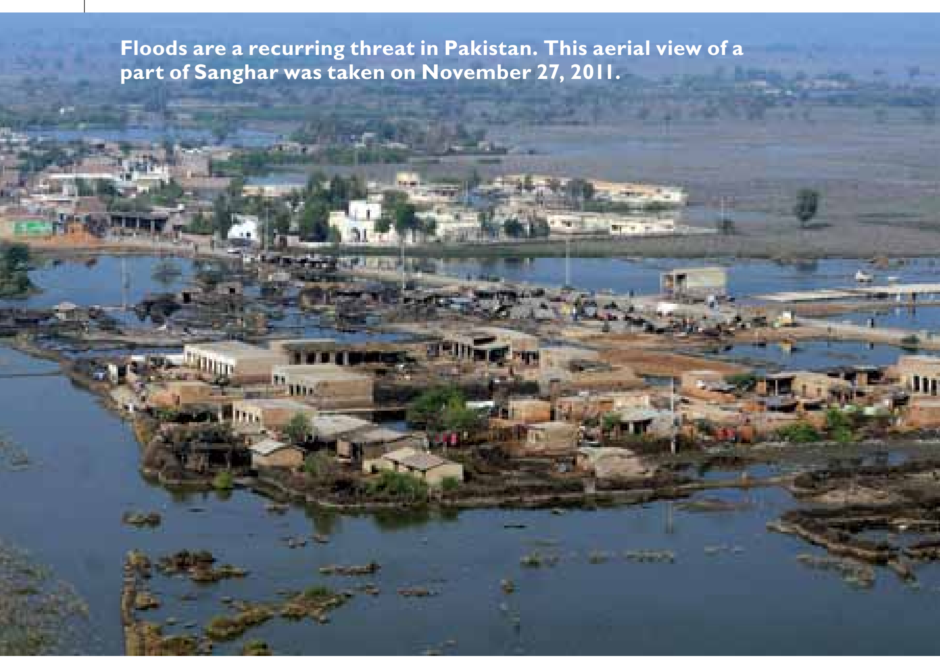
The country's current plight, Briscoe says, is at least partly due to the fact that internationally, loans to developing countries for infrastructure projects have given way to funding for social goods such as healthcare and human rights. He considers that a mistake. No rich country has ever developed without first building its basic productive capacity, he argued in recent interview with the journal *Water Policy.* "Not only is this the path that has been followed by all presently rich countries," he said, "but it is the path followed by the countries who have, in recent decades, pulled their people out of poverty—like China, India, and Brazil." (He has scant patience for critics of dam construction in developing countries. "The enlightened Californians" who argue for no dams in Pakistan "are on treacherous moral ground," he argues within banking circles, "because they have no intention of following those recipes that they are telling everyone else to live by. I tell them, 'Guys, for every Californian you have 9,000 cubic meters of water in storage. For every Pakistani, it is 30 cubic meters. Take yours down from 9,000 to 30, see how you do, and then decide if you want to tell them that.' It drives me nuts—this telling other people how to live when you don't live, couldn't live, and have gotten rich by living in a completely different way. All they want is to be like you.")

Visit harvardmag.com/extras to view a video of a student panel discussing water as a platform for development.

But lack of funding—the billions of dollars required to invest in solutions—is not the only problem in Pakistan. The country has no shortage of expertise (both Yousuf and Anjali Lohani '08, a Nepalese student now in a master's program at the Kennedy School, remarked on the talented water technocrats they met everywhere), yet the biggest source of the nation's water problems, in Yousuf's view, is "lack of political will."

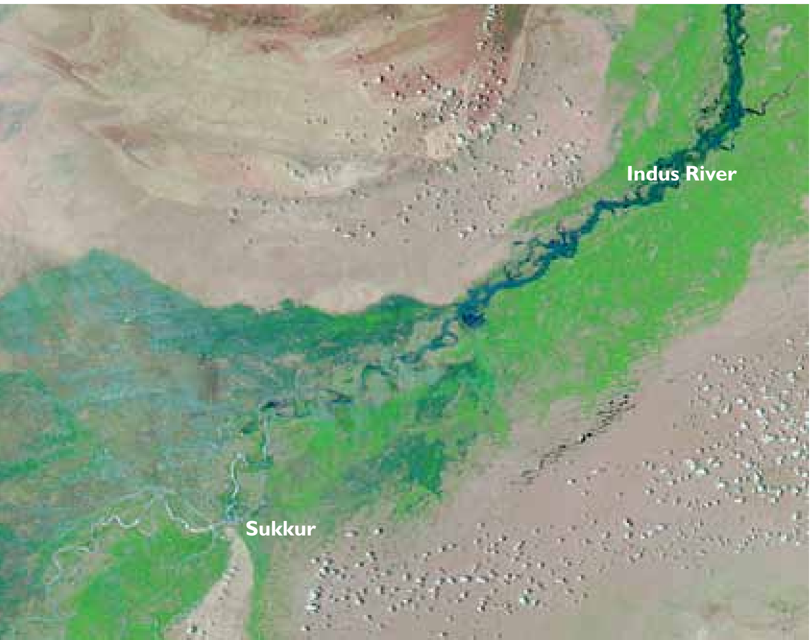
His observation is less a criticism of politicians than of the implementation of the legal framework governing the allocation of water, the group's second focus of the summer, following the hands-on practicum. The Water Accord of 1991, a document of just two pages that was supposed to enhance cooperation among the provinces, has achieved much, the students wrote in an analysis later presented to government officials and representatives. But ambiguities of interpretation that govern the distribution of water during shortages have heightened mistrust, preventing or delaying the construction of mutually beneficial dams: no province, for example, wants to participate without knowing what its allocation from a new dam might be. And the accord could be more comprehensive in several other respects, says Sattar, the lawyer. For instance, it privileges agriculture, and even though that is sensible for a largely agrarian country, there are other national challenges for which the provinces need to find a workable mechanism. "Hydroelectric storage, for example, is not mentioned. Flood control is not mentioned." Nor is there a mechanism for resolving conflicts between provinces in the courts, or through consensual negotiation and arbitration rather than by political mechanisms.

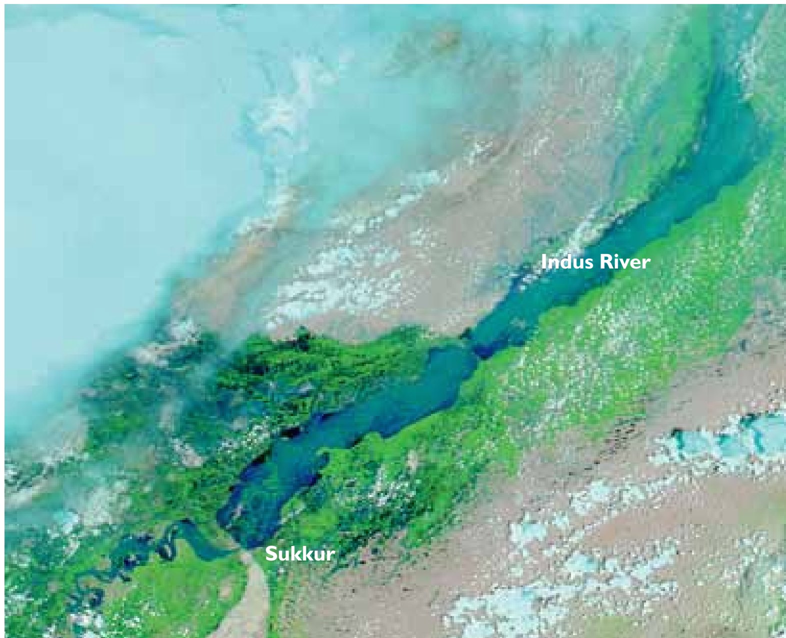
But the students by now have also learned that even if the bureaucratic impediments to development were removed, no engineering solution alone would solve every water problem in Pakistan. Dams and dikes and better floodplain management can help prevent sudden disasters, but then, downstream in the populous and flood-prone delta, the supply of essential sediment will be choked off. Yet there are steps that can be taken to improve human lives and also ensure that adequate flows of water reach the



Floods are a recurring threat in Pakistan. This aerial view of a part of Sanghar was taken on November 27, 2011.

RIZWAN TABASSUM/AFP/GETTY IMAGES





NASA/MODIS RAPID RESPONSE TEAM

Satellite imagery from NASA shows the devastating extent of flooding in Pakistan in 2010. The Indus (dark blue) was well within its banks on July 18 (left), dwindling almost to nothing as it meandered south. But by August 8 (right), it had swelled with monsoon rain so that vast areas of the river valley were flooded.

sea. "I don't think any water system can ever be perfect," says Kasuri. "You have to face new problems. Always, problems will remain."

Across the Thinking-Doing Axis

The persistence of these challenges, made all the more acute by economic and population growth, requires increasingly sophisticated management. Briscoe's water-security initiative, based at SEAS, aims to foster "interdisciplinary research which will enable policymakers to better understand the water threats they face and to identify new and better tools (technologies, policies, and institutions)" to address them.

"We are trying to create two things," Briscoe says. "One is new knowledge and understanding." There are already "really smart" people "grappling with the full complexity" of managing water issues in each of the five basins under study, "but they very seldom write anything." Capturing that knowledge, "trying to bring out that tremendous richness of practice in a form that's got academic and intellectual substance, almost like an oral history," is one goal.

The other is training the "specialized integrators"—undergraduates, graduate, and postdoctoral students—who can simultaneously "drill deep down in their own disciplines" and work across the many areas of expertise required to address the challenge of water security. If anything, there are more Harvard faculty members working in water issues today than there were in the 1960s, during the heyday of the University's earlier water program, he notes. Today's students have access to pertinent courses in fields ranging from ecology to engineering, hydrology, religion, epidemiology, finance, history, business, chemistry, architecture, law, government, demography, and policy. Briscoe also aims to form partnerships between Harvard and major research institutions abroad. But at the heart of the initiative there is also direct engagement with the real world, reflected in a series of collaborative projects.

The Pakistan program was the first of these. Future water security initiative collaborations will involve similar, student-rich projects with other schools. Discussions have begun with McArthur University Professor Rebecca Henderson and with Forest Reinhardt, Black professor at the Business School, for example, on a "business and water" project. Already under way is a partnership with the Environmental Law Program directed by Cox professor of law Jody Freeman and Aibel professor of law Richard Lazarus to study the management challenges presented by major rivers in countries with strong federal governments. This year-long "water federalism" project encapsulates many of the ideals of the water security initiative. It involves a good-sized group of students, 30 in all, from a wide range of disciplines (engineering, law, public health, physics, chemistry, policy, and economics) working together in teams with "thinking practitioners" from five iconic river basins: the Colorado and the Mississippi in the U.S., the Murray Darling in Australia, the São Francisco in Brazil, and the Indus in Pakistan. The five student teams—six students per team—have been preparing this fall to spend the January term in their respective basins, where they will use their specialized skills to examine local issues through different lenses—policy, engineering, and hydrological, as well as constitutional, legal, environmental, and political—and consider how local experts have addressed successive challenges. During the spring semester, the students will focus on preparing papers for an April conference in Cambridge, at which they will work with the practitioners to draw lessons for both practice and research. Every basin has its own challenges and is at a different point in a long-term cycle of engineering and management solutions that have evolved as "challenge, response, new challenge, new response," in Briscoe's words. Quoting Coolidge professor of history David Blackbourn's book on the Rhine, *The Conquest of Nature*, he notes, "Every solution is a provisional solution."

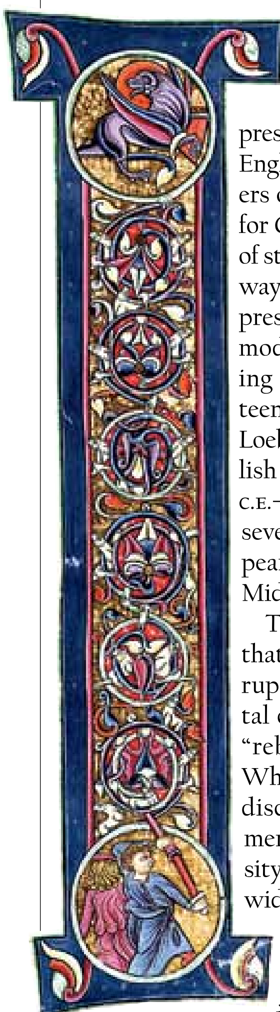
"There are a lot of trade-offs you make" in the water management business, he continues, "but the idea that the untouched, natural way of life is the correct way of life is only for people who have never lived with nature. Nature is wonderful, but try living in a flood. Try living with droughts. Not so wonderful. That is how nature comes. She doesn't come packaged with cows in green fields."

Jonathan Shaw '89 is managing editor of this magazine.

Mysteries and Masterpieces

The latest stage in the "American conquest of the Middle Ages"

by Adam Kirsch



In 2011, Harvard University Press celebrated the hundredth anniversary of the Loeb Classical Library, the renowned series that presents accessible editions of ancient texts with English translations on the facing page. The covers of the Loebs—red for Latin literature, green for Greek—have become iconic, and generations of students and readers have found them the ideal way to access our classical heritage. In 2001, the press (HUP) launched a new series on the Loeb model, the I Tatti Renaissance Library, featuring Latin and vernacular texts from the fourteenth century and after. But between the latest Loeb—the works of the Venerable Bede, the English chronicler who lived in the seventh century C.E.—and the earliest I Tatti volume, there was a seven-century gap, representing an era of European history that is all too easily neglected: the Middle Ages.

The very term "Middle Ages," in fact, implies that the period is significant merely as an interruption, or at best a transition, between the vital culture of the Greco-Roman world and the "rebirth" of that culture in the Renaissance. When the Middle Ages do come up in popular discourse, the terms are almost never complimentary. Last year, for instance, Cogan University Professor Stephen Greenblatt published his widely acclaimed book *The Swerve*, which tells the story of the Italian Renaissance's rediscovery of the Roman poet Lucretius (see "Swerves," July-August 2011, page 8). Central to Greenblatt's argument is the idea that the Renaissance represented a long-overdue return to reason and sanity after the long religious delirium of the Middle Ages, a time of "societies of flagellants and periodic bursts of mass hysteria."

Clearly, the Dumbarton Oaks Medieval Library (DOML) has its work cut out for it. Launched last year by HUP under the general editorship of Porter professor of Medieval Latin Jan Ziolkowski, DOML gives the Loeb treatment to classic texts from the Middle Ages, aiming to fill the gap between the ancient world and the Renaissance—both on the library shelves and, if possible, in the minds of students and readers (see "A Renaissance for Medieval Classics," November-December 2010, page 64). "For reasons both economic and cultural," Ziolkowski writes, "the variety and distinction of the Latin literature written in the Middle Ages have yet to receive the recognition they merit....[M]y dream is that this series of publications will help to improve the situation by furnishing prospective readers with both well-known classics and lesser-known mysteries and masterpieces."

If the Loebs have been around for a hundred times as long as DOML, that seems a fair reflection of the importance of classical versus medieval literature in our culture. This may be especially true for American readers. After all, American civilization never had a medieval period: our country is a product of the eighteenth century, the Enlightenment era, when the reputation of the Middle Ages and everything they stood for was at its lowest ebb.

True, the United States has no direct inheritance from the classical world, either—but thanks to the Founding Fathers, we are in many ways Romans by adoption. When the Founders made the American Revolution and framed the Constitution, they had the Roman Republic in mind—just look at the way the Federalist Papers constantly refer to Roman history. And Washington, D.C., is a showcase of neo-Roman architecture; not for nothing is our government run from the Capitol, named for Rome's Capitoline Hill. Gothic and Romanesque buildings are much thinner on the ground.

The great literary scholar Ernst Robert Curtius reflected on this absence in his 1948 magnum opus, *European Literature and the Middle Ages*. "What strikes me most is this: The American mind might go back to Puritanism or to William Penn, but it lacked that which preceded them; it lacked the Middle Ages," Curtius wrote. "It was in the position of a man who has never known his mother." Yet he saw this lack as an opportunity for American scholarship. "The American conquest of the Middle Ages," he observed, "has something of that romantic glamor and of that deep

BIBLIOTHÈQUE MUNICIPALE, BOULOGNE-SUR-MER, FRANCE/THE BRIDGEMAN ART LIBRARY/GETTY IMAGES sentimental urge which we might expect in a man who should set out to find his lost mother." That "conquest" began, in his view, with the "cult of Dante" that sprang up among the New England poets of the nineteenth century, above all Henry Wadsworth Longfellow, who translated the *Divine Comedy*.

DOML can be seen as the latest stage in the American conquest of the Middle Ages, offering the best introduction the general reader has ever had to the "mother" of Western Christian civilization. So far, the series has published 11 volumes, all in Latin or Anglo-Saxon; future books will include works in Byzantine Greek and other European vernaculars. Reading these books reveals both the truth and the limitations of the familiar stereotype that sees the Middle Ages as a time stunted by religious ignorance.

It is true that religion is omnipresent in these texts: they reveal a civilization completely permeated by Christian belief and practice, a faith that could be both sublimely ardent and cruelly intolerant. At the same time, DOML shows how medieval Christianity remained in a fertile tension with other strands of European culture: the pagan inheritance of the Teutonic world and the polytheism of Greece and Rome. The combination of these worldviews produced some strange syntheses—pagan, erotic poetry written by priests, Biblical stories retold as Homeric epics. After exploring these volumes, the Middle Ages are sure to strike the reader as more familiarly human, and more exotically remote, than ever before.


NARODNI GALERIE, PRAGUE, CZECH REPUBLIC/THE BRIDGEMAN ART LIBRARY

Saint Jerome—whose Latin translation *was* the European Bible for a thousand years—by Theodoricus of Prague (fl. 1359-1381)

Atomizing the Bible

Just as the Bible was at the heart of medieval literature, so an edition of the Bible is at the heart of DOML. This is the Latin translation of the Bible known as the Vulgate, which so far occupies four thick volumes, divided thematically into *The Pentateuch*, *The Historical Books* (such as Samuel and Kings, in two volumes) and *The Poetical Books* (including the Psalms and Job). The Vulgate takes its name from the Latin word for "common" or "popular," and for more than a thousand years it was the only form in which the vast majority of European Christians knew their holy book. The translation was made by Saint Jerome in the fifth century C.E., and went unchallenged until the Reformation, when Protestants eager to interpret Scripture on their own terms began to translate it into vernacular languages. (Coincidentally, 2011 also marked the 400th anniversary of the King James Bible, which remains for English speakers what Jerome's Vulgate used to be for Latin readers—the definitive Biblical text.)

The editor of the DOML Vulgate Bible, Swift Edgar, a research assistant at Dumbarton Oaks, explains in his introduction that he has paired the Latin text with its traditional English translation, the Douay-Rheims Bible—named for the French cities where exiled English Catholics completed it, during the reign of the Protestant queen Elizabeth I. But the Douay-Rheims translation, Edgar writes, was heavily revised in subsequent centuries, so it is not as strikingly different from the familiar King James Version as one might expect. Only readers who are able to make some sense of the Latin will appreciate the way that language lends the biblical text the universality and logical order of Latin itself, as in the beginning of Genesis:

> *In principio creavit Deus cælum et terram. Terra autem erat inanis et vacua, et tenebræ erant super faciem abyssi: et spiritus Dei ferebatur super aquas. Dixitque Deus: Fiat lux. Et facta est lux.*

In a deeper sense, however, the introduction to another DOML volume makes clear that our whole way of thinking about the Bible, Vulgate or otherwise, is essentially foreign to the Middle Ages. "The medieval reader," writes Daniel Anlezark, of the University of Sydney, "was most likely to encounter the Bible as a collection of texts used in the liturgy; the idea of the Bible as a single book was unknown." Readers can get a powerful sense of what this meant in practice from *The Rule of Saint Benedict*, the most accessible book in the series so far, and historically one of the most influential. Even today, writes the editor, Bruce L. Venarde, of the University of Pittsburgh, "there are currently more than 1,200 monasteries following Benedict's Rule." Throughout Western Europe, the set of rules and advice laid down by this Italian monk in the 540s were the "most widely used guide to life in the monastery for more than a thousand years."

One of the subjects on which Benedict gives especially detailed instructions is the proper schedule for reciting Scripture. "Sunday Matins should begin with Psalm 66," begins one chapter. "After that, Psalm 50 should be said with the Alleluia; then Psalm 117 and Psalm 62; then the *Benedicite* and *Laudate* psalms, a reading from Revelation recited by heart, the responsory, an Ambrosian hymn, verse, Gospel canticle, the litany, and it is finished." The 150 psalms are carefully divided among the seven daily services—matins, prime, terce, sext, none, vespers, and compline—so that the whole Psalter will be read each week. "For those monks who sing less than the entire psalter with the customary canticles in the course of a week," Benedict notes sternly, "show themselves lazy in the service of devotion, since what—as we read—our Holy Fathers energetically completed in a single day, we, more lukewarm as we are, ought to manage in an entire week."

With its focus on the Psalms, the *Rule* offers a good example of how "the Bible" as a whole did not figure largely in the mind even of a medieval monk. Indeed, at one surprising moment, Benedict even advises monks *not* to read certain parts of the Bible: "If it is an ordinary day, as soon as they rise from supper, the brothers should all sit down together and one of them should read the *Conferences* or the *Lives of the Fathers* or something else to edify listeners, but not the Heptateuch or the Books of Kings." Those sections—known to English readers as the first seven books of the Bible, 1 and 2 Samuel, and 1 and 2 Kings—are evidently too exciting, with all their battles, intrigues, and miracles, for monastic meditation: "it will not be good for weak minds to hear those parts of scripture at that time; they should be read at other times."

This kind of benevolent strictness is the essence of the *Rule*. Benedict sets a high bar for those who want to enter the monastic life: they are to be totally obedient to their abbot, they can have no private property ("nothing at all, no book or tablets or stylus, but absolutely nothing"), and above all they are never to complain or "grumble." The "brothers" or *fratres* are not even to have particular friends: "Care must be taken lest a monk presume in any circumstance to defend another in the monastery or take him under his protection, as it were, even if they are connected by some close kinship. In no way should monks presume in this matter, because very grave occasion for scandals can arise from it." Presumably, this is the same kind of scandal that Benedict seeks to avoid in his rules on "How Monks Should Sleep": "Younger brothers should not have beds next to one another, but be interspersed among seniors."

Benedict is well aware that he is asking a great deal. That is why he deliberately makes it difficult to become a monk: "if one comes knocking, perseveres, and after four or five days, seems to suffer patiently ill-treatment directed at him and the difficulty of entry and persists in his request, let entry be granted him.... All the difficult and harsh things involved in the approach to God should be made clear to him."

SCALA/MINISTERO PER I BENI E LE ATTIVITÀ CULTURALI/ART RESOURCE, NY

The rule-giver: *Saint Benedict with Two Monks,* a fresco (ca. 1497-1513) by Luca Signorelli

Yet the *Rule* is also suffused with a forgiving realism about human nature. After laying out his complex schedule of prayers, for instance, Benedict writes: "This order for Sunday Vigils should be followed at all times, in summer and winter alike, unless, God forbid, the brothers happen to rise a little late, in which case some part of the readings or responsories must be shortened." He is even more realistic when it comes to limiting the brothers' consumption of alcohol—clearly an ideal that was honored in the breach more than the observance: "Although we read that wine is not for monks at all, but since in our times monks cannot be persuaded of this, let us at least agree that we should not drink to excess but sparingly...If the circumstances of the place are such that not even the aforementioned measure can be obtained, but much less or none at all, those who live there should bless God and not grumble."

The heaviest burden in a Benedictine monastery, the *Rule* makes clear, falls on the abbot himself, who must know when to be strict and when to be lenient. The ideal is a loving paternalism that mirrors the rule of God the Father, and Benedict writes with special concern for those who find it hard to obey the rules—just as God is most intent on redeeming those who sin. The abbot, he writes, "has undertaken the care of sickly souls, not tyranny over healthy ones," and he will be called to account for every one of his flock. Reading the *Rule*, it becomes clear why so many men and women were drawn to the monastic life. The ideal it presents, of utterly contented humility, could not be more foreign to our time, but its serene appeal can still be felt.

The Vices—and Libels—of Every Age

Even in the eleventh century, however, the ideal and the reality were two different things. That becomes clear in another DOML volume, the *Satires* of Sextus Amarcius—the Latin pseudonym of a writer who was probably a German monk. In a long poem divided into four books, Amarcius rails against the vices of his age, which he sees as sadly fallen from the virtuous past: "We seem to be separated as far from our fathers' way of life as the setting of the sun is separated from its red-glowing rising," he complains. And the clergy are a major target of his elegantly versified Latin diatribes. "The cleric turns away from the canons, and the monk from the command of Benedict," he writes. "Hating the cloister and choir, they frequent the houses that reek of drug peddlers."

This is one of several moments when Amarcius's complaints strike a surprisingly unmedieval note. Another pet peeve is women cross-dressing:

They say that girls run here and there through the halls with their curls cut like men so that, when they first fawningly approach the beds, they might submit to lewd intercourse…There is no one, even if he is skilled in making facile decisions, who can assess the truth when the sex has been altered, while the manly woman, spurning women's garments, covers her legs with breeches and boots, and parts her tunic with her bare knee.

Clearly, to Amarcius, the eleventh century was a time of loose morals, confused gender roles, avarice, and hypocrisy—the same charges leveled by the moralists of every period. It is comforting, in a way, to learn from the *Satires* that decadence is such a hardy perennial. In the Middle Ages, as now, people were slaves to high fashion—Amarcius deplores the fad for "tight wild-sheepskin with a beaver-fur back, dormouse stitched with fine chiffon, and grayish reindeer skin"—and ate too much—"fish with brine, herring, or a roast or, if it might please you more, flesh, seasonings, and ducks." Amarcius doesn't seem to hope that his chastisements will have much effect, and he even looks forward to mockery and rejection: "long ago Noah's ark was lifted up by waves"; likewise, "while the reproaches of this haughty world deride and harass good men, they raise them up to the stars."

HIP/ART RESOURCE, NY

A manuscript page from *Beowulf*, c. 1000, perhaps the era's most familiar text today

The most troubling thing in the *Satires* is the way Amarcius makes the Jews a symbol of everything that is wrong in his topsy-turvy world. Early on, he deplores the influence of money: "worshippers of Christ are despised, unless they have abundant wealth," while if a rich Jew "strikes down one of our poor people in an impious slaughter, [he] farts violently in the clean faces of the complaining relatives." This kind of blood-libel is especially ominous given the setting: in the late eleventh century, the Crusades sparked a series of devastating massacres in Germany's Jewish communities.

Later, Amarcius spends hundreds of lines railing against the Jews' refusal to accept Christ, which he cites as an example of pride. "O wicked nation, O nation destined to perish, the letter kills you! The spirit prepares us for life," he writes, echoing an old anti-Jewish trope. Yet he also displays his ignorance of actual Jews and Judaism when he writes, "You who delight in sacrificing so many bulls and so many sheep, sacrifice yourselves to Christ." Amarcius read about animal sacrifice in his Old Testament, but he seems totally unaware that it had not been a part of Jewish practice since the destruction of the Temple a thousand years earlier. He is thus a perfect example of the medieval Christian habit of treating Judaism as a blank screen, onto which any kind of fear or fantasy could be projected—a custom that led to disastrous consequences for the Jews of Europe.

It was a time of loose morals, confused gender roles, avarice, and hypocrisy—the same charges leveled by the moralists of every period.

If Amarcius deplores the failure of Christians to be sufficiently unworldly, other Christian poets in DOML are themselves pretty susceptible to the charms of this world. Many of the group of Latin poems knows as the *Arundel Lyrics*, after the manuscript in which they survive, are attributed to the twelfth-century churchman Peter of Blois. Though Peter had a distinguished career in the English church, his love lyrics are written as hymns to Venus, the old Roman goddess of Love: "I offer my thanks to Venus; by the divine majesty of her favorable smile she has conferred on me a welcome and longed-for victory over my girl." He was equally susceptible to the charms of boys: "When your down has gone and a beard springs up from sunken corners, bristling with stubble that has been cut away, I will be pricked by the spears of stubble and then I will be upset by the kisses I now suck with pleasure. That you are still pleasing to a few, you owe to razors alone. Therefore be mindful of your age!"

It is fascinating to read such poems, with their echoes of Catullus and other Roman love poets, in the same manuscript as tender hymns to the Virgin Mary. Poem 19, for instance, is a lovely meditation on the paradox of the Incarnation, made more graceful by the close feminine rhymes of the Latin lines: "A corner brings the totality into existence, a little part the whole, a twig the gardener, a small plant the planter [*totum profert angulus,/ integrum particular,/ ortolanum surculus,/ plantatorem plantula*]. The young Virgin bears the Father while keeping the shrine of her chastity intact." These lyrics may not have all been by the same author, but they do not seem to object to being in the same book. They offer the promise that both species of Love, divine and human, have a place in human life.

The Ultimate Bestiary

"THE WRITTEN ZOOLOGY of [the medieval] period," wrote C.S. Lewis in *The Discarded Image*, "is mainly a mass of cock-and-bull stories about creatures the author had never seen, and often about creatures that never existed." Lewis, a *(please turn to page 79)*

MYSTERY AND MASTERPIECES

(continued from page 51)

great medievalist who is better known as the inventor of his own stories about fantastic creatures—the *Chronicles of Narnia*—notes that it is strange that the Middle Ages should have been so credulous about exotic beasts. After all, the average medieval man or woman had vastly more experience and knowledge of animals than the modern city-dweller. But perhaps it was the very familiarity of cows and horses and pigs that made it so tempting to invent more exotic beasts: animals that surely existed somewhere in the mysterious East, too far away to be disproved.

This impulse is given free rein in *The Beowulf Manuscript*, the volume in DOML that comes closest to the Middle Ages we know from fantasy fiction and movies—a realm of monsters and magic. The star of *The Beowulf Manuscript* is, of course, *Beowulf*, the Old English poem about a heroic warrior who defeats a series of monstrous foes. As editor R.D. Fulk of Indiana University observes in his introduction, perhaps the most amazing thing about this famous poem is that we know it at all. Probably written in the ninth or tenth century, it survives in a single, twelfth-century manuscript that was almost incinerated in a house fire in 1731. Indeed, Fulk writes, it's remarkable that the poem was ever copied in the first place: "[M]anuscripts were precious objects in the early Middle Ages, requiring considerable expense and labor to produce, and thus they tend to contain only such texts as the ecclesiastics who compiled them were likely to find useful in the service of the Church."

Beowulf hardly fit that description, and neither do two of the shorter texts in the same codex, "The Wonders of the East" and "The Letter of Alexander the Great to Aristotle." The reason they were written down in the same book "is not plain," Fulk writes, "but one influential explanation...is that the manuscript is devoted to narratives about monsters." In *Beowulf* itself, we find not only Grendel and Grendel's mother but a dragon as well.

The Wonders of the East, an Anglo-Saxon translation of a Latin translation of a Greek text, features a whole menagerie of monsters. It takes the form of a geographical survey, pleasingly full of spurious names and places ("There is a certain place when one is going to the Red Sea that is called Lentibelsinea"). But the real ingenuity of the text is devoted to descriptions of people and animals. First we are told about "native people who are six feet in height" and have "beards down to the knee," known as *Homodubii*—"Maybe-people." Then, as if this struck the author as insufficiently improbable, he describes another region where the natives "are 15 feet tall, and they have a white body and two faces on a single head"; and another where "people of three colors are born whose heads are maned like lions' heads, and they are 20 feet tall"; and yet another where there are "people without heads, who have their eyes and mouth on their chest. They are eight feet tall and eight feet wide."

Mid twelfth-century manuscript on parchment of "The Wonders of the East," featuring a two-headed giant

Such descriptions must have delighted the Middle Ages the way horror and sci-fi movies delight us today: the point is not quite to believe in them, but to luxuriate in their weirdness. "Most of those who helped in either speech or writing to keep the pseudo-zoology in circulation," Lewis writes, "were not really concerned, one way or another, with the question of fact." Yet in the "The Letter of Alexander the Great to Aristotle"—another text that came to Old English via Latin and Greek—real historical personages serve to lend probability to the fantastic inventions.

During his campaign in India—again, the distant East is the best theater of fantasy—Alexander offers sacrifices to trees that can predict the future, and meets nine-foot-tall people who eat whales, and fights off a horde of mice the size of foxes. But perhaps all these wonders aren't as important as Alexander's conclusion, which holds true whether we believe in *Homodubii* or not: "The world is to be wondered at, what it first produces either of good things or in turn of bad...It continually produces those well-known wild animals and plants and ores of metals and amazing creatures, all which things would be, for people who witness and observe it, difficult to understand on account of the variety of their forms."

The series gives common readers a glimpse of the riches of this distant, forbidding, yet strangely familiar world.

The literary flora and fauna of the Middle Ages are as surprising, wonderful, and sometimes awful as any made-up animal, and they too can be "difficult to understand on account of the variety of their forms." The Dumbarton Oaks Medieval Library doesn't offer a simple key to the Middle Ages—to truly understand these texts requires the kind of study and knowledge of ancient tongues that only scholars possess. But by making them accessible to twenty-first-century readers, Ziolkowski and his team of editors at least give common readers a glimpse of the riches of this distant, forbidding, yet strangely familiar world.

Contributing editor Adam Kirsch '97 previously reported on the I Tatti Renaissance Library for this magazine ("Rereading the Renaissance," March-April 2006, page 34). He is a senior editor at the New Republic *and columnist for the online magazine* Tablet; *his most recent book is* Why Trilling Matters *(Yale).*

JOHN HARVARD'S JOURNAL

Soaked, but Spirited

Nature, they say, abhors a vacuum. Perceiving one over eastern Massachusetts—and Tercentenary Theatre—on October 13, it filled the skies with water, *lots* of water. An encore the next day amounted to a deluge in late afternoon, with another right around 7:55 p.m.—just when the plans for Harvard's 375th anniversary fete called for musical solemnities, video effects, and a celebratory cake-cutting to commence. And so a long list of activities was augmented by the *un*planned: de facto mud-wrestling.

The *Harvard Gazette* account noted that "Harvard in 1636 fronted a cow yard" (in part of what is now the Old Yard). "Harvard on Oct. 14, 2011," the report continued, "fronted a new cow yard—trampled and muddy." And how. The *Crimson* of the following Monday showed students doing a contemporary cover of Woodstock: dancing (*sans* Janis Joplin, Jimi Hendrix, et al.) slathered in mud up to their necks. They appeared to be having a lot of fun.

During a walk-through of the site and staging the Tuesday before, University marshal Jackie O'Neill, who arranged the whole shebang, confided that she had laid in a supply of disposable ponchos, and had ordered more. By Wednesday, the performers' stages and guest-queueing areas in the Old Yard were being hurriedly tented. Thursday featured emergency meetings on rain contingencies. But the decision was made for the show to go wetly on.

This celebration, unlike the 350th gala in 1986, was conspicuously student-centric. The undergraduates' undampened enthusiasm led Pforzheimer co-master Erika Christakis '86, parading in alongside her charges, to say, "I think that Harvard students feel very self-conscious about expressing how proud they are; it's something they have to

Photographs by Jim Harrison

keep to themselves a lot, so a day like this really lets them express that." "That point bears repeating," added her husband, co-master Nicholas Christakis. "This is one day when you can drop the 'H-bomb' liberally and have no consequences!"

One student vocalist even improvised some percussive accents by opening and closing his umbrella to snap the raindrops off in time with the music. Perhaps it was the crowd's youth and gusto that enabled it to shrug off vast puddles and glop underfoot to relish the wonder of the unique occasion. When the giant, H-shaped, red-velvet birthday cake was finally available

Kicking up their heels: A "flash mob" started off the evening's dancing with a choreographed routine to the tune of James Brown's "Papa's Got a Brand New Bag." Students sang their hearts out despite the wet weather. Harvard Yard had more standing water than solid ground, and partygoers gathered under the food tents to stay dry during downpours. President Faust, deans, and members of the governing boards stood on the Widener steps to watch the procession of students parade by, each residential House or graduate school with its own theme.

©C.C. XI GONG/*THE HARVARD CRIMSON*

for eating shortly after 9 P.M., a mosh pit instantly developed on all four sides of the cake pavilion as hundreds pressed forward, eager for a bite of history. The wait was long and the crowd dense—but warm and congenial, even cooperative. One grinning undergraduate blurted out a confession amid the crush: "I've never worked so hard for a piece of cake in my life."

(Clockwise from top left) While most revelers fought to keep their feet dry, some embraced the mud. Harvard Business School students carried centennial bells to recall their own school's hundredth birthday in 2008. Kirkland House students spelled their loyalties out. Yo-Yo Ma performed the Prelude from Bach's Cello Suite No. 1 before joining President Faust in leading a rendition of "Happy Birthday." Celebrants clamored for pieces of Joanne Chang's red velvet cake.

Alongside the student entertainments, and music by Yo-Yo Ma '76, D.Mus. '91, and later, dancing, there was a "living statue": a bronzed mime looking like a perfect replica of the John Harvard statue, complete with shiny toe and attended by two living "trees" gotten up in bark. On this night, echoing "Villanelle for an Anniversary"—the poem written by Seamus Heaney, Litt.D. '98, for the 350th—John Harvard did indeed walk the Yard.

A purely Harvard trope has it that it never (or only rarely) rains on Commencement. But the record now shows that it regularly rains on birthday celebrations during Harvard's fourth century—especially during periods of economic distress. At the 300th, in 1936, during the Great Depression, the exercises culminating in Tercentenary Theatre were pelted by torrential rainfall, leading Yale president James Rowland Angell to tweak his Crimson peer by passing on a quip from "one of your distinguished graduates, who was exhibiting a condition of complete saturation, [who remarked,] 'This is evidently Conant's method of soaking the rich.'" At the 375th, during the Great Recession, the rain very much repeated. Of course, gorgeous autumn weather immediately ensued.

A note to planners for the 400th: the 1986 ceremony, in the Stadium, was dry. It now has artificial turf (no mud) and can be covered with an inflated roof. Just saying....And for those who are circling 2036 on their calendars, when we may all sport wearable computers and use other technological marvels as yet unimagined: remember to equip yourselves with Gore-Tex.

HM Experience sights and sounds of the 375th anniversary gala through video, audio, and photographs in a narrated slide show. Read in-depth coverage of preparations for the event; efforts to make it environmentally friendly; special historical menus created for the evening; and several student perspectives on the celebration—all at harvardmag.com/375th.

Introducing the i-Lab

i-Lab director Gordon S. Jones with some of his past innovations

The Harvard Innovation Lab—"Hi" in its cheery logo—was dedicated November 18. Located in Allston, it is adjacent to Harvard Business School (HBS), which not only paid to renovate and staff the former WGBH building at 125 Western Avenue, but is making the entire lab available to users throughout the University, and opening part of it to the surrounding community. The lab occupies the building's first floor; the two upper floors have become team-based classrooms and project spaces for HBS's new first-year field-immersion course (which involves students in hands-on business challenges and visits to host companies around the world this January).

In remarks before the ribbon-cutting, HBS dean Nitin Nohria called the facility a "promise" in two senses: a commitment to bring people together, and an expectation that great things can happen as people discover one another and advance their ideas "in this great cauldron, the i-Lab." He saw the facility embodying "a wonderful spirit of 'Why not?' and 'How about?'"

President Drew Faust noted that for 375 years, Harvard had been innovating—a continuous engagement with "using knowledge to invent the future." Today, she said, "inspiration and aspiration" drove faculty members and students to work on problems like improving maternal and infant health. "Our history reminds us," she said, "that the gap between the possible and the impossible," between imagination and implementation, has been bridged regularly, and will be again and again in the future. In the new lab, Faust said, Harvard is "gathering great minds under a single roof, so they can become greater together."

Mayor Thomas Menino hailed the lab's community ties. Citing his city's waterfront innovation district and large population of talented young people, he said, "Boston's a place where big ideas are born, because we have the talent to make those ideas a reality."

In the facility's roughly 30,000 square feet of space, flexibly configured and furnished, "People can try out their ideas and see if they are worth putting to use," says Joseph B. Lassiter, M.B.A. Class of 1954 professor of management practice, who is faculty chair of the lab.

The décor is contemporary entrepreneurial: exposed ceilings, ventilation, and wiring; bare concrete floors; surfaces coated with white-board paint to accommodate free-form recording of ideas; a kitchen stocked with refrigerated sodas, candy, and an adjoining large-screen TV with an Xbox Kinect game controller. There is a café for all-hours fueling, and a casually furnished lobby available to community users of the lab. Within the lab are a couple of dozen meeting rooms, a classroom, and a workshop to build prototype devices. Furnishings include wheeled folding tables that can be rapidly rearranged, ceiling-mounted electrical connections on pulleys that can be similarly deployed, and so on—accoutrements selected to promote "structured spontaneity," in the phrase of Gordon S. Jones, the lab's professional director.

Lassiter emphasized that Hi's name—"lab"—was chosen deliberately. It is not a "center" or "institute," he said in a conversation at his HBS office (where products of his students' businesses are on display). The point is not to create a new curriculum or program, but to bring together and "accelerate" innovative and entrepreneurial energies from throughout the University. The lab—an alternative to inflexibly configured teaching spaces—"gives a place for a lot of the work to take place."

So far, he noted, 15 entrepreneurs and experts in residence (13 from among HBS alumni) have been chosen, from many volunteers, to provide help in understanding venture finance, law, accounting, and subject-matter expertise. The lab's workshops cover "tactical" subjects that complement course work—real-world knowledge, Lassiter said, that entrepreneurs need to test their ideas and pursue those that appear worthwhile.

What distinguishes the Harvard lab's approach from those of other institutions' entrepreneurship centers? First, Lassiter said, faculty members are involved from the outset—not just alumni and external practitioners. Second is the nature of the lab itself: it is explicitly experimental; those who use it are "under no pressure to commercialize an idea" that proves inap-

IN THIS ISSUE

Photograph by Stu Rosner


Students and innovators can configure their work spaces; the décor is contemporary entrepreneurial.

propriate for such development, or fails to hold interest. Third is the lab's mandate to extend into the community—Allston and Brighton, whose residents will be invited to meet with small-business consultants, for example; and the world far beyond, wherever Harvard innovators are at work.

Together, he said, these traits make the lab "a fitting addition for an institution like Harvard." One can read about the idea of bicycling, he said, but to master it, you have to get on the bike and practice. The lab, he hopes, will have a catalyzing role in accomplishing that, in part by "attracting the best students and faculty who regard innovation as central to their interests."

Director gordon jones, who sets an informal tone for the lab, brings to his task long experience developing both freestanding businesses and innovations within a corporate context—ranging from mosquito-control services to a portable, disposable tooth-brushing product.

During a high-speed tour, he rattled off its core programs and facilities: classrooms for

teaching; the experts in residence, mentoring for one to two days each a month; and the reconfigurable work spaces. Complementing these assets are flexible programs, such as entrepreneurship challenges; affinity groups formed around student interests (food-related entrepreneurship, for instance, or sustainable technologies); and i-Lab-originated programming. As users engage, the lab will, in effect, assemble its own community where none now exists.

Unlike entrepreneurship centers elsewhere, Jones said, the Harvard lab does not charge rent or extract ownership interests in user ideas. It is uniquely broad, and anti-"silo"—not tied to just the business school, or engineering—and therefore welcoming of entrepreneurial ideas in any realm (social innovation for education, health policy, better governance, et cetera). The entire impetus, he said, is "student-centered, faculty-enabled, and faculty-authorized." The approach, echoing Lassiter's vision, is of the "i-Lab as a farmers' market" where users can browse, not a program in which one enrolls.

When the plans for the lab were announced in October 2010, it was described explicitly as a locus for "innovation and entrepreneurship" whether pursued independently or in conjunction with courses, such as the joint HBS-School of Engineering and Applied Sciences (SEAS) offerings on commercializing science. Teams competing in the annual HBS Business Plan Contest would have access to the resources, as would local businesses and entrepreneurs. Faust said then that innovation was "of utmost importance and great interest to our students and faculty, many of whom are inventors and entrepreneurs." At least four streams feed the expanding pool of interest in innovation and entrepreneurship:

- *M.B.A. pursuits.* Although HBS is often perceived solely as a training ground for finance and corporate careers, the first-year required curriculum includes a semester course on "The Entrepreneurial Manager," and the second-year elective curriculum includes, under entrepreneurial management, three dozen courses spanning a spectrum of subjects. Entrepreneurship appeals to many M.B.A. students.
- *The rise of engineering.* Further impetus comes from the rapid growth of the engineering and applied sciences, reflecting both the 2007 elevation of SEAS's status to that of a freestanding school—making it more visible to students and more attractive to faculty recruits—and surging enrollments in exciting new fields like bioengineering. The *Crimson* reported that 12 percent of upperclassmen are now pursuing studies in those fields. New courses like "Medical Device Design" have engaged SEAS students with Harvard Medical School (HMS) faculty members and hospital practitioners to work on practical problems and create workable solutions.
- *The Zuckerberg factor.* With the rise of Facebook and other successful enterprises, entrepreneurship has regained some of the appeal that it had in the late 1990s. When Facebook founder Mark Zuckerberg '06 visited campus earlier in November on a recruiting trip, he met with President Faust and was greeted like a rock star by a crowd of camera-wielding students. And for the first time, an HBS-created course is aimed squarely at undergraduates: United States and the World 36, "Innovation and Entrepreneurship: American Experience in Comparative Perspective," held on the HBS campus and co-led by Lassiter and Mihir A. Desai, Mizuho Financial Group professor of finance.


Gal Koren (left) and Tuan Ho at work in the lab

Photographs by Stu Rosner

• *The competition.* Finally, Harvard is responding to pressure from peer institutions. MIT has a long, deserved reputation for fostering engineering-based business start-ups; its Entrepreneurship Center (directed by Bill Aulet '80) offers a wide array of events and programs for students and alumni, and is tied into dozens of management and venture-oriented engineering courses. Stanford is perceived as having especially entrepreneurial DNA: its president, John Hennessy, was a spectacularly successful entrepreneur, and is a director of the Stanford-born Google; it has risen along with Silicon Valley; and it is widely known for academic programs that foster innovation, such as its Hasso Plattner Institute of Design (the "d.school"). Stanford is competing to establish a high-profile new engineering and innovation campus in New York City; and its Graduate School of Business recently received a $150-million gift to establish a Stanford Institute for Innovation in Developing Countries, meant to help alleviate poverty.

Harvard's development office has thus made innovation a major theme in emerging plans for the next capital campaign. Students and faculty members are taking note, too: Hi has scheduled a January trip to Silicon Valley to visit, among other facilities, the Stanford offerings and IDEO, a famous innovation consulting firm whose founder and chair, David Kelley, runs the d.school. IDEO partner Diego Rodriguez, M.B.A. '01, a d.school founding professor, is one of the HBS/innovation lab entrepreneurs in residence. Harvard clearly wants to compete with some of the other leading academic centers of innovation and entrepreneurship.

In concluding her remarks at the dedication ceremony, President Faust invoked a different sort of Harvard innovator—George Santayana, A.B. 1886 (*summa cum laude*, no less), Ph.D. '89—quoting his 1908 essay, "Hamlet":

> Imagination needs a soil in history, tradition, or human institutions, else its random growths are not significant enough and, like trivial melodies, go immediately out of fashion.

The soil of Harvard and of Boston, she said, had long provided, and would continue to provide, a suitable foundation for the fruits of the imagination now nurtured in the i-Lab to flourish.

HARVARD PORTRAIT

Eric Nelson

"There are people for whom the past is very vivid," says professor of government Eric Nelson '99. He is one of them. Stirred by a viewing of *The Ten Commandments,* he became "maniacally interested in ancient Egypt" as a four-year-old, tried to learn hieroglyphics, and went to the Metropolitan Museum of Art every week. (His own family history includes grandparents who survived the Holocaust.) Later, Nelson added a passion for politics and acquired some languages: he reads Greek, Latin, Hebrew, French, Italian, and German, and speaks French, Italian, and "embarrassingly bad Hebrew." His passions and skills have fueled a virtuoso academic career as a political theorist: a summa cum laude history degree, a doctorate from Trinity College, Cambridge, a stint as a Junior Fellow, and tenure at the precocious age of 32. His first book, *The Greek Tradition in Republican Thought* (2004), traces the "impact of the revival of the Greek language in Western Europe on the development of political theory," he says. *The Hebrew Republic* (2010) argues that modern political thought grew not from secularization, but from sixteenth- and seventeenth-century encounters of Christian scholars with the Hebrew Bible and related sources; they saw the Bible as a political constitution written by God. Nelson also edited a 2008 edition of Thomas Hobbes's translations of the *Iliad* and *Odyssey;* Hobbes, he says, "rewrote the poems so they would teach Hobbesian political theory." An avid skier and opera fan, Nelson also collects old books. "There is something about holding a first printing of *Leviathan* in your hands," he says. "It does give you a feeling of connectedness."

Photograph by Rose Lincoln/Harvard News Office

Deficit Days

The University reported a \$130-million operating deficit in fiscal year 2011, ended last June 30—about 3 percent of total expenditures—according to its annual financial report (released October 28). In conversation, vice president for finance and chief financial officer Daniel S. Shore noted that Harvard was "still adapting our operations" after the financial crisis in 2008, the ensuing recession, and the \$11-billion decline in the endowment in fiscal 2009. The Corporation subsequently reduced the endowment distributions supporting Harvard's operating budget, cutting its largest revenue source.

Shore said Harvard is enhancing efficiencies and reducing costs "with urgency, but a thoughtful urgency": multiyear transitions to a new administrative structure and processes for the library system, and consolidated information-technology operations. The changes also include making "very significant progress" on measures to lessen financial risk by moving toward a better debt structure and greater liquidity overall. Revenue growth, he expects, will "continue to be sluggish" even as the University increases spending on urgent priorities: from financial aid to new academic and research programs for which permanent funding has not yet been secured.

Revenue. For fiscal 2011, revenue increased 1 percent to \$3.78 billion, from \$3.74 billion in the prior year. Sources included: a \$66-million (nearly 11 percent) increase in federally sponsored research support, to \$686 million; a \$29-million gain in student tuition and fees—*after* taking into account increases in financial aid; and the 12 percent increase in current-use giving (to \$277 million). In the aggregate, those factors increased revenue by \$124 million—nearly offsetting the \$129-million decline (nearly 10 percent) in the endowment distribution for operating purposes. Harvard's revenue sources continue to shift significantly (see table).

Such shifts raise fundamental questions about University finances, as highlighted by President Drew Faust's summary in the report: "Changing financial realities require an ongoing examination of our funding model with its reliance on government support, endowment returns, and tuition—all of which are expected to be either declining or constrained in the years ahead." Hence the emphasis in the financial overview, prepared by Shore and University treasurer James F. Rothenberg, on "pursuing a number of strategies that will help to reduce ongoing costs and enable high-priority reinvestment in the years ahead"—and on pursuing additional, more diversified, sources of revenue.

Revenue Source	Fiscal Year 2011	Fiscal Year 2010	Fiscal Year 2009
Endowment	32%	35%	38%
Student Income	20	19	18
Sponsored Support	23	21	19
Current-use Gifts	7	7	8
Other	18	18	17

Expenses. In fiscal 2011, expenses rose a reported \$168 million—about 4.5 percent—to \$3.91 billion. Compensation costs rose \$92 million, with salaries and wages \$57 million higher (4 percent)—as the fiscal 2010 freeze ended, staffing grew along with sponsored-research grants, and some additions were made in faculty and other ranks—and benefits costs swelled 8 percent (\$35 million). Debt-service costs went up \$33 million, to \$299 million, reflecting a higher volume of debt outstanding and a shift from floating- to fixed-rate obligations.

Shore said that, despite cost-cutting, the University "can't keep [growth in] expenses below the rate of inflation indefinitely" (and some increase is associated with higher sponsored funding for research). Employee-benefit costs, for example, have compounded at a 10 percent annual rate during the past decade. Health benefits for calendar year 2012 therefore introduce significant increases in employee co-payment, deductible, and maximum out-of-pocket spending schedules, particularly for retirees. But he characterized these as "modest," emphasizing the need for further steps.

The balance sheet. The financial crisis impelled Harvard's leaders to reduce its exposure to financial risks across the board. In fiscal year 2011, the University:

- further augmented its liquid operating funds (from \$300 million on June 30, 2008, to \$1 billion on June 30, 2010, and \$1.1 billion last June 30), rather than investing almost all of them alongside the endowment;
- trimmed variable-rate bonds, notes, and commercial paper outstanding from \$2.4 billion (62 percent of \$3.8 billion of obligations) at the end of fiscal 2007 to just more than \$600 million (less than 10 percent of the total \$6.3 billion of debt outstanding) at the end of fiscal 2011, sharply

Arts and Sciences' Fisc

Following publication of Harvard's fiscal 2011 financial report (see "Deficit Days," opposite), the Faculty of Arts and Sciences (FAS) released details of its financial operations during the year ended last June 30. The report covers FAS's most challenging year since the 2008 financial crisis: successive, significant annual reductions in endowment distributions—by far its largest source of operating revenues—required controlling expenses and maximizing financial flexibility, while accommodating urgent priorities such as sustaining financial aid. In fiscal 2012, however, the distribution has begun to rise modestly, and dean of administration and finance Leslie A. Kirwan in early October projected that FAS would be able to eliminate its structural deficit by the end of the year.

The report—prepared for management rather than accounting purposes (and not meant to represent a subset of the University's financial statements)—details:

A smaller operating surplus and a consolidated net deficit. A $19.5-million operating surplus, down from $125.8 million in fiscal 2010, reflected a 4.5 percent ($47 million) *increase* in expenses, to $1.1 billion, and a 5 percent ($59 million) *decrease* in revenues, driven by the $70-million (11.3 percent) drop in the endowment distribution. The distribution peaked at $655 million in fiscal 2009—54 percent of FAS's operating revenues; in fiscal 2011, the distribution accounted for 49 percent of revenues. The consolidated net deficit was $23.2 million in fiscal 2011 (versus a $44.5-million surplus in fiscal 2010).

Pressure on tuition and fee income. Tuition and fees, after subtracting financial-aid disbursements, represent nearly half the unrestricted revenue of FAS as a whole, and more than half the unrestricted revenue of the College, the Graduate School of Arts and Sciences, and the faculty itself. Thus it is notable that with endowment distribution falling and financial-aid costs rising, *net* tuition and fee revenue declined in fiscal 2011, despite term-bill increases (see table).

	Fiscal Year 2011	Fiscal Year 2010	Fiscal Year 2009
Tuition and Fees	$419.0	$411.4	$387.8
Less Financial Aid	(212.6)	(203.8)	(192.1)
Net Tuition and Fees	206.4	207.6	195.7

($ millions)

Compensation and other expenses. Salaries, wages, and benefits total 51 percent of FAS's expenses: $563.5 million in fiscal 2011, up 2.9 percent from the prior year, reflecting a 2 percent increase in salaries and 8 percent growth in benefit costs.

Other expenses. Facilities operation and maintenance costs totaled $133 million, up $6 million from fiscal 2010, but well below fiscal 2009's $145 million. Miscellaneous expenses of $60.5 million (for travel, entertainment, postage, insurance, telecommunications, etc.) are down 16 percent since fiscal 2009.

Balance-sheet strengths. FAS has prefunded $16 million of fiscal 2012 capital projects from the fiscal 2011 operating budget, and prepaid $13.2 million of principal from its long-term debt ($915 million as of June 30, excluding faculty loans).

For a more detailed report, see **http://harvardmag.com/fas-finances.**

reducing exposure to interest-rate spikes or short-term borrowing problems; and

• pared its interest-rate swaps, paying $278 million to terminate more of the agreements that triggered a $1-billion loss in fiscal 2009, and ending fiscal 2011 with remaining losses locked in at about $400 million.

Meanwhile, Harvard Management Company continues to work down its uncalled capital commitments (to convey funds to outside firms for future investment)—from $11 billion in fiscal 2008 to $5.4 billion in fiscal 2011.

The outlook. During fiscal 2011, Shore said, Harvard funded its operating deficit with "accumulated surpluses…earned in the past"—a "bridging mechanism" while long-term measures to reduce expenses are being fully implemented and revenue growth remains very low, allocations for financial aid and other priorities increase, and planning proceeds for a capital campaign that (it is hoped) will provide permanent support for such initiatives.

Near-term, compensation costs are likely to increase, but interest costs should level off. Meanwhile, after two annual reductions in endowment distributions, the Corporation authorized an increase in the current year (approximately 4 percent—perhaps $50 million to $70 million in increased revenue). A further modest increase is planned for fiscal 2013, beginning July 1; the amount has not been disclosed.

But research funding may in part offset these increases. Harvard grants from the federal economic-stimulus program totaled $240 million. Through last June 30, $134 million had been spent, with the remainder to be used chiefly in fiscal years 2012 and 2013. Harvard researchers' success in winning new grants will determine whether sponsored funding continues to augment or depress the top line. (Through the early months of the current fiscal year, Shore indicated, grant awards continued to increase.)

Putting the pieces together, Shore said he would be happiest knowing that operations would break even this year, but too many uncertainties exist to predict that. (Typically, institutions mounting capital campaigns like to present balanced budgets: donors don't want to fund deficits.) He noted that Harvard's plans take into account "continuing pressure on the capital markets" that might harm the endowment; "continuing pressure on the federal budget" that could limit research funding, nonprofit tax-exempt status, and the tax-deduction for charitable giving; continuing local community needs, with implications for taxes and spending; "big, fixed-cost infrastructure" expenses common to research universities, "with elements of deferred maintenance" and modernization of facilities; and, within the Harvard community, the sense that recent robust endowment returns imply a "back to normal" environment, when in fact the now $32-billion endowment remains one-sixth smaller than its value in fiscal 2008—and the operations it then funded have not been fully resized. And the University, he said, "certainly would not add material amounts" of debt to its current borrowings.

Accordingly, Shore said, "We need to do a whole menu of things to help stay financially robust," from planned administrative improvements, to better control of benefits costs, to exploring "all kinds of new revenues," to the philanthropic support a campaign would encourage.

For a more detailed report, see http://harvardmag.com/2011-deficit.

Yesterday's News

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

1907 President Theodore Roosevelt, A.B. 1880, in town to see his son, Theodore Jr. '09, inducted into the Porcellian Club, addresses 2,000 students and alumni at the Harvard Union. "Harvard must do more than produce students," he tells them. "The college man, the man of intellect and training, should take the lead in every fight for civic and social righteousness."

1922 Acknowledging the geographical dispersion of Harvard men, the Board of Overseers and the Corporation agree that henceforth Overseers and Alumni Association directors will be elected by postal ballot rather than by vote of those alumni present on Commencement day.

1937 Dean of the Divinity School Willard L. Sperry reports that attendance at Memorial Church's morning prayers has dropped drastically with the recent move of undergraduates to the Houses. The *Bulletin's* editors note, "It was just 50 years ago that Harvard abandoned the rule requiring attendance at morning prayers. Probably very few of those who objected to the change would go back to the old order even if they could."

1947 Harvard scientists complete work on "Mark II," the world's largest and most advanced computer, which fills a room 50 feet by 60 feet and can solve in under a second a multiplication problem involving numbers in the billions. Cost: about $500,000.

1952 The Faculty of Arts and Sciences approves a plan to provide group tutorials for sophomores and juniors in economics, English, government, history, and social relations—another step in the administration's effort to center more of the responsibility for the education of undergraduates in the residential Houses.

1972 WHRB observes exam period with orgies of Chopin, Creedence Clearwater, and music of "death, suffering, and the apocalypse." (*Editor's note:* The most recent orgy playlist included "The Trouble in Mind Orgy," "The Classical Music Riot Orgy," "Crime and Punishment," and many works by Franz Liszt, among them "Csardás macabre" and "Malédiction, for Piano and Strings.")

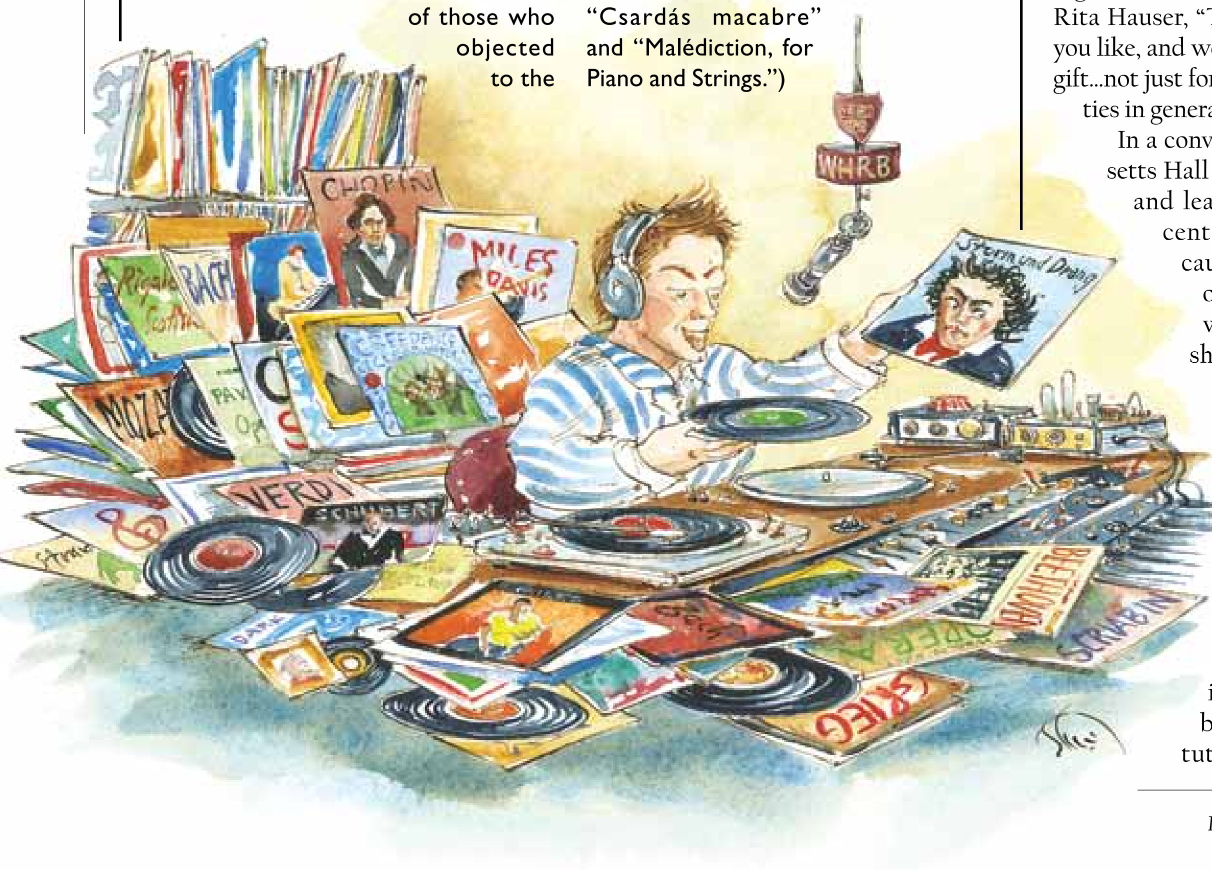


Illustration by Mark Steele

Investing in Learning and Teaching

On October 18, Harvard announced that benefactors Rita E. Hauser, L '58, and Gustave M. Hauser, J.D. '53, had donated $40 million to encourage pedagogical innovation and strengthen learning and teaching throughout the University. Their gift focuses attention on one of the institution's chief academic missions and illustrates the scale of the philanthropy the University aims to muster as it pursues its twenty-first-century agenda in a forthcoming capital campaign. During the next decade, the funds will support a new Harvard Initiative for Learning and Teaching (HILT), encompassing activities from underwriting faculty- and student-initiated innovations, to reorganizing classrooms, to building expertise in evaluating the effectiveness of teaching techniques.

The gift itself, President Drew Faust said, resulted from the Hausers' response to a planning paper exploring capital-campaign priorities. In the news announcement, Gustave Hauser referred to "a whole generation of new students who require new teaching and learning methods," and noted that HILT "focuses Harvard's enormous resources on making higher education more effective." Added Rita Hauser, "This is really a start-up, if you like, and we hope it will be a catalytic gift…not just for Harvard, but for universities in general."

In a conversation at her Massachusetts Hall office, Faust said teaching and learning will be "front and center in the campaign," because they are "at the heart of who we are and what we do." The time is right, she added, because this is a moment of "transformation" driven by increased knowledge about how people learn and by technological changes that enable new applications of that knowledge. Improved education is a priority "Harvard has been investing in increasingly"—not just financially, but "pragmatically, institutionally, and emotionally":

Brevia

Nameless No More

The **New College Theatre**, a focal point for undergraduate productions—created from 2005 to 2007 by new construction behind, and a renovation of the façade of, the Hasty Pudding Theatricals venue—has become **Farkas Hall**. **Andrew L. Farkas '82**, CEO and chairman of Island Capital Group, a long-time real-estate investor, has endowed the complex in honor of his father, **Robin L. Farkas** '54, M.B.A. '61. Andrew Farkas was president of Hasty Pudding Club during his undergraduate years; his wife, Sandi Goff Farkas, is a playwright. Daughter Arielle S. Farkas is a member of the class of 2013.

SHERMAN FAIRCHILD, new home for stem cell and regenerative biology (the biggest undergraduate life-sciences concentration), buzzed with activity on a fall evening. A $65-million to $70-million rehab (see "Gut Renovation," November-December 2010, page 53) brought members of this first cross-school (Medicine and Arts and Sciences) department together in Cambridge

Six Student Scholars

Four members of the College class of 2012 have been awarded Rhodes Scholarships to study at Oxford: **Samuel Galler**, of Boulder, Colorado, and Quincy House, who is concentrating in East Asian studies and global health and health policy (and expects to earn a master's by Commencement, as well); **Spencer Lenfield**, of Paw Paw, Michigan, and Eliot House, a history and literature concentrator; **Brett Rosenberg**, of Chappaqua, New York, and Cabot House, a history concentrator; and **Victor Yang**, of Lexington, Kentucky, and Winthrop House, a history of science concentrator. **Matthews Mmopi** '11 of South Africa, who concentrated in economics, also won a Rhodes. Headed to Oxford as well is new Marshall Scholar **James K. McAuley** '12, of Dallas and Currier House, a history and literature concentrator. (Lenfield served as a *Harvard Magazine* Berta Greenwald Ledecky Undergraduate Fellow during the 2009-2010 academic year, and Rosenberg and McAuley have also contributed personal essays to the magazine; for an index to their pieces, see http://harvardmag.com/2011-student-scholars.)

Enhancing Drug Discovery

Harvard Medical School has unveiled a new program in "systems pharmacology," a multidisciplinary effort to better understand how existing drugs work at a molecular level and to develop new approaches to drug discovery. The initiative, led by Enders University Professor **Marc Kirschner**, founding chair of the department of systems biology, and colleagues **Timothy Mitchison**, Sabbagh professor of systems biology, and **Peter Sorger**, professor of systems biology, embraces experts in cell biology, genetics, immunology, physics, computer science, and other fields. More than a dozen faculty members are now devoting their energies to the program, and 10 new faculty positions are envisioned.

Funding Faculty

Siddhartha Yog, M.B.A. '04, who began a career in global real-estate and infrastructure development before attending Harvard Business School, has made the University a gift of $11,000,001 (the final dollar representing a traditional Indian gesture to assure auspicious results). The funds will underwrite the Xander University Professorship (conferred on stem-cell researcher **Douglas Melton**; see Brevia, November-December 2011, page 59); the Xander professorship of education (to which economist **Bridget Terry Long** has been appointed); an international financial-aid and fellowship fund at the Law School; and an entrepreneurship-support fund at the Business School. In 2005, Yog founded (and serves as managing partner of) the Xander Group Inc., which focuses investments in real estate and infrastructure in India.

SUSAN YOUNG

Siddhartha Yog

Zakaria at Commencement

Fareed Zakaria, Ph.D. '93, will be the principal speaker at the afternoon exercises on Commencement day, May 24. He is host of *GPS*, an international-affairs program on CNN, editor-at-large of *Time*, and a columnist for the *Washington Post*. Zakaria served as editor of *Newsweek International* from 2000 to 2010, and was previously managing editor of *Foreign Affairs*. The author of several books on global issues, he is a native of India, where President Drew Faust has scheduled her first visit this January.

JON CHASE/HARVARD NEWS OFFICE

Fareed Zakaria

On Other Campuses

Among the applicants to build a high-technology and innovation campus in New York City are a **Stanford-City University of New York** team, a **Cornell-Technion** group—both vying for a site on Roosevelt Island—and **Columbia** (which proposes a data science institute near its main campus); a decision

Photograph by Jim Harrison

is expected in January....**Yale** has announced that some ROTC courses offered there will count for college credit (also the practice at Cornell, MIT, and Penn); Harvard cadets take their military classes at MIT, and do not receive academic credit. **Brown** president Ruth Simmons, meanwhile, recommended against extending formal recognition of ROTC on that campus....**Princeton** is constructing a 248,000-square-foot, two-building complex to house both its department of psychology and its neuroscience institute, and has cleared the site that will be the home for its center for energy and the environment—a 127,000-square-foot facility....The **University of Michigan** has announced plans to invest up to $25 million of its endowment in ventures created as a result of research conducted on campus.

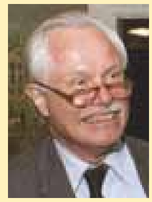
Nota Bene

Early birds. Having reinstituted an early-action option for the class of 2016, Harvard College received 4,245 applications for admission by the November deadline; decisions were scheduled to be disseminated on December 15.

Medical milestone. Nine Medical School and School of Public Health faculty members have been elected to the Institute of Medicine: professor of psychiatry **Margarita Alegria**; Janeway professor of pediatrics **Frederick Alt**; professor of health economics **Katherine Baicker**; professor of biological chemistry and molecular pharmacology **George Daley** (see "Tools and Tests," January-February 2010, page 24, on his stem-cell work); associate professor of surgery **Atul Gawande** (a writer for the *New Yorker*; see "The Unlikely Writer," September-October 2009, page 30); professor of medicine **Sharon Inouye**; Suit professor of radiation oncology **Jay Loeffler**; Brigham professor of women's health **JoAnn Manson**; and Taveras professor of radiology **James Thrall**.

Corporation casting call. Following the December 2010 announcement that the Harvard Corporation would be enlarged from seven members to 13, an d the appointment of three new members last July, the search for additional candidates has been announced. President Drew Faust, Senior Fellow Robert Reischauer, and three other Corporation members and four Overseers will conduct the effort. Nominations may be submitted in confidence to corporationsearch@harvard.edu. (See "And Then There Were 10," September-October 2011, page 98.)

"Durable dean" dies. Former dean of Harvard College **L. Fred Jewett** died on November 27 at the age of 75. He fostered diversity in the undergraduate population during his 35-year career, notably by overseeing the consolidation of the Harvard and Radcliffe admissions offices as dean of admissions and financial aid (1972-84), and by randomizing the assignment of upperclassmen to the residential Houses as dean of the College (1985-1995).


JON CHASE/HARVARD NEWS OFFICE

L. Fred Jewett

Research revenues. The **Wyss Institute for Biologically Inspired Engineering** (see "Designing from Life," May-June 2011, page 46) has been awarded $12.3 million by the Defense Advanced Research Projects Agency to develop a treatment for sepsis; injured soldiers are frequent victims of the bloodstream infection. Separately, nine researchers received $15 million in National Institutes of Health grants aimed at fostering especially innovative work (Transformative Research, Pioneer, and New Innovator awards); the largest grant, for $8.2 million, went to professors **Jeff Lichtman**, **Markus Meister**, and **Joshua Sanes**—all of molecular and cellular biology—plus **Sebastian Seung**, of MIT, to develop a technology to map brain circuits more rapidly.

Miscellany. To mark its eightieth anniversary, the Woodberry Poetry Room launched a website where users can hear its collection of archival recordings of poetry readings: hcl.harvard.edu/poetryroom (use the "Listening Booth" tab)....Cogan University Professor **Stephen Greenblatt** won a National Book Award for *The Swerve*, his exploration of the roots of the Renaissance (see "Swerves," July-August 2011, page 8). Other nominees included poets **Adrienne Rich** '51, Litt.D. '90, and **Carl Phillips** '81, and fiction writer **Edith Pearlman** '57. Poet **John Ashbery** '49, Litt.D. '01, received the Medal for Distinguished Contribution to American Letters.

FOGG BY CHRISTO? No, that's not one of the artist's wrapped buildings; it's the Fogg Art Museum under cover in early December as the comprehensive renovation and expansion of the gallery, study, and conservation spaces proceeds. The tower crane, anchored in the new below-grade spaces, hints at the arrival and placement of steel for the new structures along Prescott Street, where a new entrance will be created, too.

witness the Faculty of Arts and Sciences' Compact on Teaching and Learning adopted in 2007; the Kennedy School's SLATE (Strengthening Learning and Teaching Excellence) program—with its distinctive emphasis on assessing rigorously what students get from a course; and the Business School's "very self-conscious approach to teaching."

Gustave M. Hauser and Rita E. Hauser

There are also external reasons for making this a priority, she said. The public increasingly questions how higher-education institutions can enhance learning if they aren't sure what is working. Hence the initiative's emphasis on experimentation coupled with evaluation. For all the emphasis on research within research universities, Faust concluded, that mission necessarily includes dissemination of discoveries—through publication, inventions and applications, and, of course, teaching.

The Hausers' gift provides flexible funding, to be applied where the president discerns particularly promising opportunities; it is not an endowment, but a major infusion of resources meant to affect how Harvard fulfills its educational mission in the near term—and to seed further investments that support continuous classroom improvements.

A working group of faculty members and deans has been tackling these issues as part of the preliminary brainstorming for a capital campaign. One participant was Eric Mazur—Balkanski professor of physics and applied physics and dean for applied physics in the School of Engineering and Applied Sciences (SEAS)—who is widely known for pioneering quick-response mechanisms (initially using "clickers" but now including wireless devices) to assess how well students grasp and can use new concepts; he is now focused on small groups and student-led interactive learning. Faust cited him for "reconceiving how conceptual learning takes place."

Mazur is an evangelist for much more sweeping change who in conversation said he was "delighted that Harvard is finally, seriously paying attention to teaching." More broadly, he said, "99 percent of teaching spaces" were anticipated thousands of years ago—for instance, in the Greek amphitheater: rows or rings of seats meant to "focus the attention of the many on the one" (a teacher or performer). But education, he said, is not about transferring information; it is about learning within the student. With information now ubiquitous and readily available, the classroom ought to focus on assimilation and application of knowledge to new contexts. The teacher, he said, "becomes the guide on the side, instead of the sage on the stage," requiring wholly new learning spaces, teaching techniques—and an entirely different way to teach future teaching professionals. "We have a long way to go," Mazur said, "which is why I'm so happy about this gift."

John G. Palfrey VII, Ess librarian at the Law School and professor of law, a scholar of all things digital, also participated in the planning group. He said universities "haven't figured out how fundamental a change digitization will be," and that assessing the efficacy of educational innovations and outcomes was rudimentary, at best. He characterized as "very exciting" the prospect of "venture-capital-style investing" in teaching innovations, alongside spending to move toward classroom spaces "that will connect to digital environments, that are flexible." (Palfrey is leaving Harvard to become head of Phillips Academy, Andover, on July 1.)

For more detail on the Hausers' gift and work at Harvard on pedagogy and learning, see http://harvardmag.com/hauser-gift-2011.

Core Contributors

We extend warmest thanks to three outstanding contributors to *Harvard Magazine* during 2011, and happily award each a $1,000 honorarium for superb service to readers.

John T. Bethell '54 is a lifelong Crimson football fan. Since concluding his distinguished service as editor of this magazine at the end of 1994, he has continued to follow the team and to report, as "Cleat," on how it fares. In this historic season (see page 66), it is a fitting pleasure to recognize his deft dispatches—rich in game-day detail, grounded in gridiron tradition—with the McCord Writing Prize, named for David T.W. McCord '21, A.M. '22, L.H.D. '56, whose legendary prose and verse, composed for these pages and for the Harvard College Fund, it honors.

Robert Neubecker created especially intelligent, communicative illustrations to accompany "Colleges in Crisis" in the July-August issue. When we subsequently published a near-companion essay, "Bullish on Private Colleges," in the November-December magazine, Neubecker if anything topped himself in the accompanying art.

Recognizing contributing editor Jim Harrison for his vivid, humane portraits and many other photographs published here has become routine—because he never treats any assignment routinely. His cover images of evolutionary biologist Daniel Lieberman and blogger Andrew Sullivan, his portfolio of leading scholars in the 375th anniversary issue, and his amazing, lively record of the sodden anniversary celebration itself, on October 14 (see page 52), suggest his range and abilities.

Photograph by Rose Lincoln/Harvard News Office

Although HILT's aims are bound up in experimentation, innovation, and discovery—with outcomes unknown—some initial courses of action have been defined.

- Innovation grants. Faculty, deans, administrators, postdoctoral instructors, and students are eligible to apply for grants to pursue educational innovations, from "developing instructional methods, tools, and assignments" to "integrat[ing] pedagogical scholarship into pedagogical practice" or "incorporat[ing] technology and social media into teaching and learning activities." Grants will be issued by February 3 (coinciding with the University-wide HILT pedagogical conference).
- A launch conference. A conference on February 3 with Harvard and outside experts will introduce the best current thinking on the science of learning (based on studies of cognition, active learning, and so on) and innovations in higher education. There will also be demonstrations of diverse pedagogies, and of new ideas in teaching, data collection, and analysis.
- Infrastructure. Contemporary teaching is more technologically based, more visual, often highly experiential, and increasingly international (sometimes in real time). Accordingly, the initiative will support experimental configurations of classrooms around campus, and pay to fit them out.
- Evaluation. How do faculty members know whether their teaching, or changes in their teaching, work? The realm of inquiry that Faust described as "thinking about assessment in different ways—how we evaluate students, faculty, methods, and courses and programs" is crucial if a broad push for innovation is to yield meaningful findings and application of fruitful discoveries. A nucleus for doing this work has been created within the office of the president and provost: a newly hired director of assessment and evaluation will work with professors and others to devise questions, advise on data, and perform the analyses to see whether, say, students who attend class perform better than those who take in lectures via online recording.

As innovation grants yield new teaching ideas, classroom infrastructure is rebuilt, and evaluation proceeds, administrators promise, the direction and scope of HILT's activity will also expand and change.

THE UNDERGRADUATE

Out of Cambridge

by KATHERINE XUE '13

The Boston I knew at the beginning of the semester was largely a tourist's Boston. There was one lazy Fourth of July spent under a willow on the Esplanade. A sophomore outing to Fenway for a Red Sox game. Occasional trips into Chinatown for dim sum and groceries. The time I got lost and ended up in the South End. The route of the M2 shuttle, from Cambridge to Longwood. Summer evenings spent walking along Newbury Street, through the Public Garden and Boston Common at the city center, following the Freedom Trail past Government Center and up to the North End.

This semester I've ventured into a different Boston. I've walked through residential neighborhoods and housing projects, people-watched in postage-stamp parks. Away from the more manicured center of the city, Boston feels startlingly different. There are wide-open spaces and speeding cars—poor places for pedestrians. There are plain, single-family homes with peeling paint, a far cry from the smooth red brick and crowded streets of Harvard Square. There are gas stations and dollar stores. There are funny little things—unexpected murals, Halloween decorations, a statue on the corner, a peculiar ornament on the door.

It's not quite what comes to mind when I think of the city. It's not, I suspect, the Boston that freshmen come to Harvard eager to explore. And I think this is what's made it important to know.

There's a straightforward reason for my newfound adventurousness: I'm taking a General Education course called United States in the World 24: "Reinventing Boston: The Changing American City." Class readings and lectures deal with sociological issues like diversity, crime, education, and urban planning, and part of my homework is to observe neighborhoods. I spend my weekends wandering—sometimes uncomfortably—through unfamiliar areas, trying to play social scientist, and in my write-ups on these visits, I try different academic theories on for size.

The class brings a piece of Boston into the classroom as well. Most lectures are given by guest speakers—ministers, principals, community leaders, journalists,

Photographs by Jim Harrison

philanthropists, entrepreneurs, the police commissioner, the mayor: such a deep slice of Boston's leadership that the city would probably cease to function if they were all in our classroom at once. Their perspectives are often vividly personal: there are stories about walking the streets of Dorchester at night and the challenges of running a charter school. When these guests leave, they leave behind open-ended challenges—what do we do about the achievement gap? poverty and inequality? innovation?—that still linger in my mind.

The class has not only given me a unique engagement with a city where I've mostly been a stranger, it has melted into my life in ways I didn't expect. In lecture, I see data from the 2010 census on Boston's increasing diversity; in neighborhood visits, I'm more aware of the shifts in character as class and ethnicity change from block to block. I hear about a smartphone application that lets citizens report neighborhood issues, and I now regard potholes with newfound excitement. After reading theories about crime and urban planning, I've thought harder about where and why I feel safe at night.

Perhaps this is what my professors envisioned. USW 24's past and present course heads recently organized a daylong conference entitled "Reimagining the City-University Connection" (see http://harvardmag.com/harvard-and-boston). Academics and city officials alike came together to explore the intersection between research and practical policy initiatives—in effect, the grown-up version of my class.

This practicability is part of the unique character of the course. People can and do live all their lives without, say, solving Schrödinger's equation or reading Heidegger, but the reality of people and places is impossible to ignore. Some kinds of knowledge feel restricted, accessible only through laboratories, libraries, and ivory towers, but *this* class has drawn strongly from lived experience, whether that of our neighborhood visits, or simply that of growing up. The issues we discuss—poverty, technology, crime, education, economics—are part of both national debate and personal concern.

The design of the course reflects this tangibility. The reasoning is curiously similar to that of studying abroad: some subjects are best learned not in a classroom but rather by immersion, whether across the river or across the Atlantic. In some ways, Boston, for all its nearness, is like a foreign country.

It would be possible for me to leapfrog through most parts of the world without once leaving my zone of familiarity. Sure, landscapes and languages and architectures change, but at the core of things, my experience is wrapped in a bubble of privileged Western lifestyle and sensibility. There are more Starbucks in certain parts of Beijing, for instance, than in South Boston. Diversity runs along many lines other than culture and ethnicity, and studying this city (or, strictly speaking, Greater Metropolitan Area) of which I'm a part can be the opposite of parochial.

It seems ironic. My expeditions into Boston take just hours and are crisscrossed with streaks of familiarity—the T, the skyline, the Charles. I'm never more than 10 miles from Harvard Square. But wandering through Boston has taught me to appreciate difference, and to become aware of the myriad, hodgepodge diversity packed into a place that's at once familiar and foreign. Studying Boston should seem like the opposite of studying abroad, and of course, there's a separate level of difference between countries as compared to differences within a city. But it's sometimes easy to forget that difference can't be measured only in terms of magnitude, and each block and each neighborhood in this city of Boston is in a way its own world.

I'd like to say that I understand Boston better now. In a way, I do. But understanding often requires abstractions and generalizations, and the city stubbornly resists this. Details and complications abound. Cityscapes change in a matter of blocks. At the base of Dorchester Heights, in South Boston, are several housing projects, plain buildings of brick. Moving up the hill, the houses become more familiar single-family homes; at the top are large, colorful, ornate duplexes. In the South End, a mere two or three blocks separate the iconic Victorian townhouses from the housing projects of Villa Victoria, where Puerto Rican flags abound. A few blocks farther north, there is a community garden where empty 25-pound rice bags often serve as planters. The crowded, bustling atmosphere of a Friday night in the North End abruptly gives way to dark, deserted streets just three blocks from Hanover Street.

There's plenty to explore, and I've learned to expect surprises. In predominantly white South Boston, I encountered a Taiwanese softball league; its players traveled from as far as Rhode Island and Connecticut to bat in the wide-open fields of Joe Moakley Park. Near the Broadway T stop was a row of wooden lighthouse cut-outs, brightly painted. In a housing project in Charlestown, I saw a flowerpot stuffed full of American flags, a miniature garden of patriotism.

All of this has made me start noticing different things about Harvard Square. The abundance of joggers, for instance—likewise common in the South End but not in, say, East Boston. The lack of neon signs, which characterize the small restaurants along Broadway Street in Southie. The prevalence of sidewalk cafés, and the paucity of gas stations. The red-brick paving, and the ratio of Starbucks to Dunkin' Donuts. Red Sox gear is less visible here, and scarves and peacoats more so. Sidewalks are busy and crowded, and people walk quickly.

KATHERINE XUE

These things are the opposite of profound and surprising. They are *normal*, which has made them invisible, unthought-about. But against the varied backdrops of the city, different features stand out in relief. One of the greatest gains from this course has been context and contrast, a highlighting and re-evaluation of norms and things taken for granted. I've been able to characterize myself as a statistic, and to compare that statistic with other statistics in the city, so that my life feels less like an isolated singularity, and more like one life out of many interconnected ones. I think that getting out of Cambridge has made my world just a tiny bit bigger and richer, and added a little more complexity and ambiguity.

And if nothing else, I've been persuaded to get a Red Sox cap.

Berta Greenwald Ledecky Undergraduate Fellow Katherine Xue '13 has rediscovered her deep, abiding love for maps.

For more on the "Reimagining the City-University Connection" conference, see www.harvardmag.com/harvard-and-boston.

SPORTS

Scoring Spree

The football team won the Ivy trophy, and records fell.

In their wisdom, the football gods decreed that the quest for the 2011 Ivy League football championship should not go down to the wire.

A week before the season ended, Harvard eliminated its last remaining rival for the Ivy title by drubbing Pennsylvania, 37-20, at the Stadium. Brown, the only other contender, had just lost to Dartmouth. With two league losses apiece, Penn and Brown were out of contention. For Harvard, still unbeaten in Ivy play, the championship was guaranteed.

Harvard teams had previously won or shared 13 Ivy trophies, but none had clinched an outright title before the last weekend of the season. That feat was topped off by a 45-7 blowout at Yale Bowl, Harvard's tenth victory in the last 11 meetings with the Blue.

The team was a powerhouse, averaging 37 points per game and establishing a Harvard scoring record of 374 points for the season. The modern record of 339 points had been set by the undefeated 2004 team.

Like that one—once described by the *Boston Globe*'s John Powers '70 as "an all-terrain, all-weather scoring machine"—the 2011 team could score points whatever the conditions. Harvard beat Brown in a drenching rainstorm, and routed Dartmouth in a blizzard. With a fast-paced no-huddle offense that featured a two-tight-end set, the Crimson bedeviled opposing defenses.

Head coach Tim Murphy described the squad as "mentally tough, relentless, resilient, selfless. The chemistry was exceptional. They loved playing together."

Resilient indeed. When three offensive linemen were lost before the season, untested underclassmen—including a freshman tackle—stepped up. By midseason, the O-line was widely regarded as the Ivy League's best. Though opposing teams scored first in five of the last seven games, the Crimson offense was quick to strike back. When veteran quarterback Collier Winters missed four games with an injury, Harvard partisans were relieved to find that their team had another talented passer in reserve.

Winters pulled a hamstring muscle when he ran for a two-point conversion late in the opening game, a 30-22 loss at Holy Cross. Colton Chapple, a junior from Alpharetta, Georgia, got the starting assignment against Brown a week later. A third-stringer when the 2010 season began, Chapple had started three games, but had completed just 30 percent of his passes. His work on a rain-soaked night at the Stadium showed great improvement. He ran the offense with assurance, and in the final quarter, with rain falling in sheets, he unloaded a 56-yard touchdown pass to receiver Adam Chrissis '12, giving Harvard a decisive 14-point lead in a 24-7 win over one of the Ivy League's strongest teams.

Chapple played for only two periods in a 31-3 walkaway at Lafayette the following weekend. He'd connected on 14 of 18 passes for 121 yards and a touchdown when a hard hit put him out of the game with back tightness. He was mobile enough a week later to en-

Quarterback Collier Winters dove for Harvard's third touchdown in a 37-20 defeat of Penn, and later watched from the sideline as the defense scored a bonus touchdown on an interception return. The Penn victory clinched an Ivy championship for the Crimson.

joy a career day at Cornell's Schoellkopf Field, where Harvard outscored the Big Red, 41-31. The two teams struggled mightily for three periods, with the lead changing hands five times, but Harvard finally pulled away, scoring 21 points in a seven-minute stretch. Chapple completed 23 of 38 pass attempts for 414 yards—the second-highest single-game yardage in Crimson annals—and four touchdowns.

Back at the Stadium, he outdid himself in a 42-3 rout of Bucknell. He threw five scoring passes, matching a 58-year-old Harvard record set by Carroll Lowenstein '52 ('54), and becoming the first Harvard passer to throw for four touchdowns or more in consecutive games. All five scoring passes came in the game's first 35 minutes. Chapple watched most of the second half from the bench while the reserves mopped up.

Chapple had now thrown for a league-leading 12 touchdowns, and had the Ivies' top passing-efficiency rating. But when Princeton came to the Stadium, it was Winters who started at quarterback. None the worse for his four-week layoff, he put on a spectacular show, completing 34 of 42 passes for 403 yards and, yes, five touchdowns, adding another touchdown on foot.

Harvard needed all the offense it could muster that day. Ahead 42-16 in the third quarter, the team had to fight off a furious Tiger rally that cut the lead to three points in a 10-minute span. But two late-game touchdowns gave Harvard a 56-39 victory, its fourteenth in the last 16 meetings with Princeton.

After record passing displays in a three-game stretch, the Crimson unlimbered its rushing attack in a snowy night game against Dartmouth. As a late-October storm blanketed the Stadium turf, three backs ran for more than a hundred yards each in a 41-10 wipeout. Tailback Treavor Scales '13 rushed for a season-best 139 yards. His alternate, freshman Zach Boden, ran for 117, while quarterback Winters scrambled for a career-high 126 yards. Each back scored two touchdowns.

Not since 1890 had a Crimson team reached the 40-point level in four consecutive matches. Harvard was now the only Ivy team without a league loss, a game ahead of Brown, Penn, and Yale in the standings. Brown had dealt Penn its first league defeat, 6-0, on that snow-swept weekend, ending an 18-game Ivy winning streak. Penn had beaten Yale a week earlier.

At Manhattan's Wien Stadium the next weekend, a hard-charging Columbia defense sacked Winters five times, but the versatile quarterback had another outstanding day in a 35-21 defeat of a winless but spirited Lion squad. He completed 20 of 30 passes for 323 yards and three touchdowns, scoring another touchdown afoot.

Next came Penn, the defending Ivy champion for two seasons running. The Quakers and the Crimson had jousted for Ivy supremacy for the past decade, and had split, 5-5, in their last 10 meetings. Penn had won handily in the last two contests, knocking Harvard out of title contention.

But now it was Harvard's turn.

Penn took a 7-0 lead late in the first quarter, but the Crimson defense got a game-changing takeaway on the Quakers' next series, when tackle Josue Ortiz '11 ('12) forced a fumble and recovered the ball at the Penn 24-yard line. On Harvard's first play from scrimmage, Winters found tight end Cameron Brate '14 on a crossing route in the end zone. That started a run of 37 consecutive points that put Harvard in front, 37-7, midway through the final period. The points came on a 14-yard run by Zach Boden, a 35-yard field goal by David Mothander '14, a four-yard run by Winters, a two-yard run by Treavor Scales, and—just 20 seconds later—a 34-yard interception return by linebacker Alexander Norman '13.

A Championship Season

at Holy Cross	L	22-30
Brown	W	24-7
at Lafayette	W	31-3
at Cornell	W	41-31
Bucknell	W	42-3
Princeton	W	56-39
Dartmouth	W	41-10
at Columbia	W	35-21
Penn	W	37-20
at Yale	W	45-7

After Penn's early scoring drive, Harvard's defense kept the Quakers out of Crimson territory until late in the game, when Penn took advantage of two fumbles to score twice in the final minutes of play. Ortiz led the Crimson defenders with 10 tackles, two quarterback sacks, and his pivotal fumble recovery. The Quaker running attack was held to 24 yards rushing.

With a 32-yard interception return in the fourth quarter, captain and linebacker Alex Gedeon scored Harvard's final touchdown of The Game.

With the Ivy title in hand, Harvard traveled to Yale Bowl to put a finishing touch on an epic season. After a Yale scoring drive in the opening period, a shape-shifting Crimson defense kept the Blue in check for the rest of the game, breaking Yale drives with a forced fumble, a blocked field-goal try, and three interceptions. Yale was outplayed on both sides of the ball. Harvard got three first-half touchdowns and struck for three more in the final quarter.

The first-half scores came on a four-yard dive by Winters; a 20-yard pass from Winters to senior receiver Alex Sarkisian; a fake field goal that had the kicker, David Mothander, slanting into the end zone from seven yards out; and an authentic 21-yard field goal by Mothander as time expired in the half.

After a scoreless third period, Harvard erupted again with an 11-yard rushing touchdown by Zach Boden, a swing pass from Winters to tight end Kyle Juszczyk '13 that Juszczyk turned into a 60-yard touchdown, and a 32-yard interception return by linebacker and captain Alex Gedeon. Harvard's 45-7 victory was the most lopsided in the Harvard-Yale series since 1982, when the Crimson won at the Stadium by the same score.

"It was one of those days when we hit on all cylinders," said coach Murphy, who is now 13-5 against Yale. "It all came together. It was our day." Said Yale coach Tom Williams, "We got beat by a better team, the best in the league. Harvard was bigger, stronger, faster. They'd looked good on video, and they looked even better in person."

The normally ebullient Yale Bowl crowd

was quieted by an announcement at halftime that a serious accident had occurred in a Bowl parking area. Three women were injured, one fatally, when a U-Haul truck rented by a Yale fraternity and driven by an undergraduate plowed through a tailgating group before hitting two parked U-Hauls. The trucks were loaded with beer kegs and other supplies. (Harvard no longer allows trucks or kegs in Stadium parking areas.)

The Yale game was the valedictory appearance for Collier Winters. The fifth-year senior from Claremore, Oklahoma, completed 27 of 42 passes for 355 yards and two touchdowns, and was also the game's leading rusher, picking up 62 yards on 11 carries. Though injuries forced him to sit out the equivalent of two seasons, Winters finished his Harvard career with 4,347 passing yards and 33 passing touchdowns. He was at his best against Yale. In the 2009 game he threw two long touchdown passes that gave Harvard a 14-10 victory in the final minutes of play, and in 2010 he passed for what proved to be the game-winning touchdown in a 28-24 win.

Tidbits: Since the start of formal Ivy League play in 1956, Harvard leads Yale, 31-24-1, and hasn't lost at Yale Bowl since 1999....With a won-lost record of 120-59 in 18 seasons at Harvard, Tim Murphy now has the most wins of any Crimson coach. The former record of 117 was set by his predecessor, Joe Restic, who coached from 1971 to 1993.

Pass masters: Quarterbacks Winters, Chapple, and Michael Pruneau '14 combined for 26 touchdown passes, a Harvard record. The previous high of 21 was set in 2003. Winters had 13 scoring passes, Chapple 12, and Pruneau one....With 403 passing yards against Princeton, Winters became the third Harvard quarterback to break the 400 mark. The first was Neil Rose '03, who passed for 412 yards at Brown in 2000 and for 443 at Dartmouth in 2002. Just two weeks earlier in the season, Chapple had thrown for 414 in the Cornell game....Winters's single-season completion rate of .686 set another Harvard record, and his career percentage of .617 is second only to Rose's .624.

Prime targets: Kyle Juscczyk and Cam Brate were the prongs of Harvard's two-tight-end attack. Juscczyk caught 37 passes for 512 yards and seven touchdowns, while Brate caught 25 for 386 yards and seven touchdowns. The top wide receivers were seniors Chris Lorditch (35-545-2), Alex Sarkisian (33-435-6), and Adam Chrissis (16-201-2).

Triple threat: Seitu Smith III, a fleet freshman from Florida, led the Ivy League and set a new Harvard record with a kickoff-return average of 29.9 yards per game. A 91-yard runback in the Bucknell game made him the first Crimson freshman to return a kickoff for a touchdown. Smith also saw spot duty as a receiver and running back. In the Princeton game he picked up 220 all-purpose yards: 122 on five kickoff returns, 54 on six pass receptions, 42 on a punt return, and two rushing.

Fresh talent: Smith was one of four first-year players who made their presence felt throughout the season. Zach Boden, alternating at tailback, was Harvard's second-leading rusher, carrying 79 times for 484 yards and six touchdowns. Will Whitman, a six-foot-six, 280-pound tackle who was onfield for every snap, was the first freshman offensive lineman to win a starting assignment in coach Murphy's 18 seasons at Harvard. Zach Hodges, an alternate at defensive end and a regular on the kickoff team, was credited with 20 tackles, two quarterback sacks, and a forced fumble.

Hard to budge: With fifth-year senior Josue Ortiz and juniors John Lyon, Nnamdi Obukwelu, and Grant Sickle as the starting front four, Harvard had the Ivies' top rushing defense, allowing an average of 89.7 yards per game.

Upper reaches: The 95 combined points in the 56-39 Princeton game were the most in any Harvard game since 1891, when the Crimson subdued Wesleyan, 124-0.

Dark and stormy: Home openers have been played at night since 2007, when a $5-million rehab lit up the Stadium, but not until 2011 had Harvard played two home games under lights. Despite drenching rain, the Brown opener drew an announced attendance of 18,565. Some 6,000 loyalists braved a late-October snowstorm to watch the Dartmouth game....Harvard's record in Stadium night games now stands at 6-0.

Postseason honors: Tackle Josue Ortiz received the Crocker Award as the team's most valuable player, and was a unanimous choice for the all-Ivy first team (see "How to Wreak Havoc," September-October, page 106). Captain and linebacker Alex Gedeon and senior cornerback Matt Hanson were also named to the defensive first team, while senior tackle Kevin Murphy and junior tight end Kyle Juszczyk made the offensive first team. Ortiz led the league in quarterback sacks, with 10; Gedeon ranked second in tackles, with 92; and Hanson led in

Sports in Brief

Soccer

The **women's** team (12-5-1, 6-0-1 Ivy) had a banner campaign, winning the Ivy League championship outright to capture Harvard's third title in the past four years. Among Ivy rivals this fall, only Cornell, which fought to a 2-2 tie after double overtime in Ithaca, was able even to tie the Crimson. In the first round of the NCAA tournament, Harvard lost to Boston University, 3-0.

Senior co-captain Melanie Baskind was unanimously named Ivy League Player of the Year; she led Harvard's attack with eight goals and 24 points. Co-captain Lindsey Kowal '12 and Peyton Johnson '14 (next season's co-captain with Catherine Coppinger '13) also garnered First Team All-Ivy honors.

The **men's** team (2-12-3, 0-6-1 Ivy) had a dismal fall, finishing last in the Ivies. All their losses, save two non-conference games, came by a single goal.

Crew

The **men's** heavyweight crew won the Championship Eights event, the biggest prize at the Head of the Charles regatta in October. They finished well ahead of both the USRowing national team and Washington, national college champions.

Final Ivy League Standings

	Ivy and overall records		Points for/against	
Harvard	7-0	9-1	374	171
Brown	4-3	7-3	236	186
Penn	4-3	5-5	249	252
Yale	4-3	5-5	239	262
Dartmouth	4-3	5-5	220	219
Cornell	3-4	5-5	313	287
Princeton	1-6	1-9	174	325
Columbia	1-6	1-9	211	328

pass breakups, with 10. Twelve other team members received second-team or honorable-mention citations...Bobby Schneider, of Grapevine, Texas, and Dunster House, will captain the 2012 squad. An economics concentrator, he was one of the team's top five tacklers.

Lucky sevens: Harvard has now won seven outright Ivy championships and has shared the title seven times. The last outright championship came in 2007, when the Crimson finished 10-0. Harvard and Brown shared the Ivy title the following year....Crimson teams have posted at least seven wins in each of the past 11 seasons, an Ivy record.

Westward ho: The 2012 season will commence with a Stadium game against a new opponent, the University of San Diego. A return engagement in San Diego is scheduled for 2013. The Toreros (9-2 last season) have faced only one Ivy team in the past, drawing with Yale, 2-2, in an intermittent series from 1999 to 2006. ~"Cleat"

ALUMNI

The *Father* Father

Paul O'Brien's tough ministry in Lawrence, Massachusetts

O'Brien makes a strong impression at St. Patrick's Church, whether greeting young parishioners or preaching about what matters in their daily lives.

Not long ago, while reading late in the St. Patrick parish rectory, Father Paul O'Brien '86 heard gunshots and smelled smoke—not for the first time on the south side of Lawrence, Massachusetts.

Once the golden model of an American industrial city, Lawrence is now among the poorest places in the nation: average per capita income is $16,000; one-third of families live below the poverty line. Unemployment is high, school test scores are low, and crime flourishes. "Only one of every three kids here is born to a mother who is married," O'Brien reports. "In many cases, we are dealing with kids, sometimes as young as seven and eight, banding together in groups and basically raising themselves. They decide if they are going to school that day. And they figure out together where they are getting their clothing, their food, pencils, and books. That's the culture from which urban gangs are developing."

Yet functional families of all races and ethnicities also live around the church, where about 5,000 people come to worship at one or more of the 17 weekly masses. Many are Hispanic or Vietnamese by origin (there is a Sunday mass in Vietnamese); others are Irish Americans, whose ancestors were among the first immigrants to work in the mills. (The original St. Patrick's was built in 1869 to meet the latter group's spiritual needs.)

Older parishioners have lived through dramatic demographic changes. Ever since O'Brien arrived at the parish in 2001, he has pointedly addressed decades of resulting racial and ethnic tensions. "At first I was the enemy of a lot of people because I was going to open up the floodgates to the actual people, mostly Hispanics, who live in the neighborhood," says O'Brien, who speaks Spanish and liturgical Vietnamese. "But a lot has changed since then. Everyone now knows that we're trying to connect people with God, so whatever the practicalities are, that is number one. We are all here to live and share the love of Jesus Christ."

In 11 years, O'Brien's unequivocal, evangelical mission has helped unify and expand a trilingual congregation in a community rife with entrenched socioeconomic problems. In that same time, the number of operating Catholic churches in Lawrence has fallen by two-thirds, to three, yet St. Patrick's programs are full and it consistently operates in the black with an annual budget of $1 million, primarily raised through congregant donations. O'Brien's success depends on his personality—a blunt, respectful honesty peppered with sardonic humor—and a rewarding mix of services.

He led the effort to build a new, beautifully designed $2-million "food shelter," Cor Unum ("one heart"), that opened in 2006. It combats the reality of urban hunger by serving breakfast and dinner 365 days a year, thanks to hundreds of volunteers. Many children rely on it for their daily meals.

He also consolidated and reorganized two parochial schools to create the Lawrence Catholic Academy (grades K-8), now filled to capacity with 510 students and run by both secular and religious leaders. "If we can get kids as young as possible and give them an all-embracing education, we can get them into the very best schools around here for whatever gifts they have—academic, technical, vocational skills," he says. "What makes Catholic-school education so powerful *is* the God part. The best public-school teachers can tell kids to do their math, read, and not to join a gang. But in the Catholic schools, it's 'God made you and cares about you and God has a plan for you, so you're responsible for doing math and reading so you can go out into the world and use your gifts.'" The proof is not only in higher test scores. "In a community with one of the highest teen pregnancy rates in the state," he adds, "that we have had zero is super-remarkable."

* * *

O'Brien and his small staff (which includes a full-time paid administrator, plus a Vietnamese and several Hispanic pastors-in-training) are adamantly focused on young people. Eight years ago he offended some parishioners by opening the parish center gym on Sunday nights to anyone over the age of 14 who wanted to play basketball. On a recent Sunday about 150 showed up, many of them regulars—young men in their late teens and twenties considered "the toughest of the tough gangbangers around who have been kicked out of every other place," according to O'Brien.

The rules are simple and strictly enforced: no fighting, no using the N-word or the F-word on the court. These two hours represent O'Brien's primary chance to check in with youngsters and demonstrate how to deal constructively with pressure, competition, loss, frustration—and anything else that arises in these volubly emotional games. "It took a couple of years to develop this culture of respect and no violence, but they have learned how to police themselves," he explains. "There is nowhere else they behave, nowhere they let down their guard the way they do here." Walter Velez, director of technology at the Boys & Girls Club of Lawrence, who was married at St. Patrick's last summer, came one night to watch the games. "I know these kids from the club. We can save them until they're 17," he explains. "But Father Paul saves them after that."

Velez and others find O'Brien's intensely thoughtful nature and direct delivery refreshing, especially in a priest. "He's serious; he tells you straight out what he thinks, and the advice he gives is always true," Velez says. "He's a *father* father. I mean, he's a priest and a father, a man, to all these kids. And for everyone else here." A 2008 documentary about O'Brien and St. Patrick's, *Scenes from a Parish* (www.scenesfromaparish.com), reveals the complexities of building a religious community among diverse groups. "You have to win over a lot of different people and you can't forget the older people," says the film's director, James Rutenbeck. "Father O'Brien knows he has to do that [and he tries to], but because of [his bluntness and] how he is constituted, he doesn't do it a lot. He's not a suck-up."

Despite that bluntness, many people have come to enjoy his often irreverent humor. At the grand opening of Cor Unum, for example, Rutenbeck filmed O'Brien showing people around and saying, "The somewhat facetious but true idea was that this is like the Harvard Club of Boston, but with more decent people." Even O'Brien's mother worried about how people in Lawrence would respond to his humor, Rutenbeck says: "It's bracing. But you have to sort of get it, and get *him*." To a group of seminarians curious about how he and the clerics on staff relax and rejuvenate their spirits away from the parish, O'Brien said: "We all have girlfriends." They were unsure whether to laugh.

One of O'Brien's close friends and supporters is comedian Conan O'Brien '85 (they are not related), who says, "Paul has the wit and pop-culture savvy of a professional comedy writer, and so a lot of our conversations are so borderline absurd that I can forget the realities of his world." The star is among a group of about 20 friends and family members (many Harvard-affiliated) who have helped Father O'Brien realize and now run his brainchild, Labels Are For Jars (www.labelsareforjars.org), a nonprofit organization that sells shirts that offset stereotypical assumptions by labeling their wearers "Prisoner," "Mentally Ill," "Addict," or "Rock Star." The group has raised $6 million for Cor Unum, which serves 225,000 meals a year on a $225,000 budget and now has $2 million in reserves. "Paul is an effective priest," Conan O'Brien adds, "because he is funny and engaged and earns the trust of the people in his community."

That respect—for O'Brien personally and the priest's collar generally—shields him from danger, even when he has gone into gang and drug houses to talk with or find people. "I've had a gun put to my head because I am in a place where there are drugs," he allows. "I have been confident that the person will not pull the trigger. But what if I am wrong?" The predominant group living around the church is rooted in the Dominican Republic. "In that culture there's a lot of love for one another, and great affection. There is a very strong sense of loyalty. And humor," O'Brien says, generalizing. "Among the negatives is a vicious violence that means people will slit one another's throats with great relish."

The gunshots O'Brien heard from the rectory resulted in a double murder. He walked outside that night to find, a block away, two people in their twenties lying dead in the street, each shot in the head. A crowd of adults and children stood around in their pajamas taking in the scene.

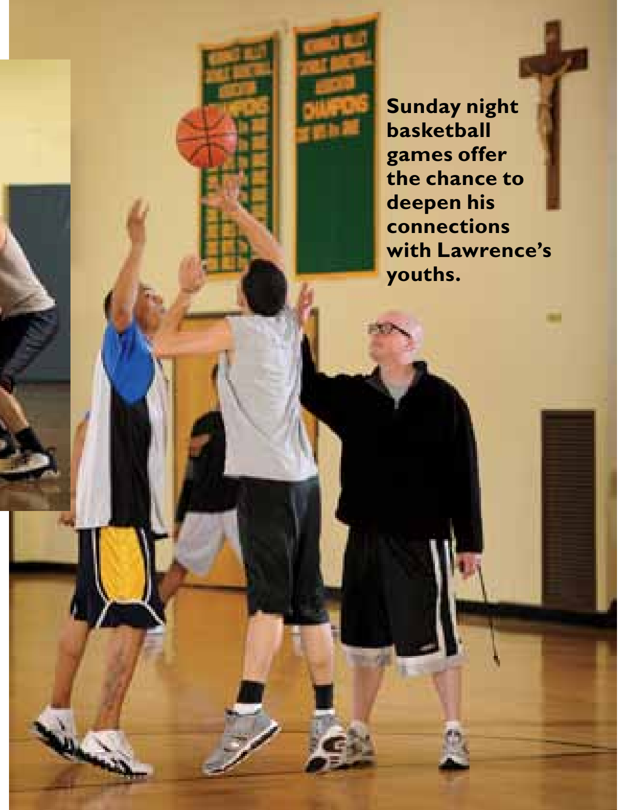
"Those people are dead with their brains splashed on the ground because someone got so angry that they became violent," O'Brien told the congregation during mass the following Sunday. Just two months earlier there had been a triple homicide, and then there was a man who shot another man in a car, pushed the body out, and ran over it. "We are measurably, without any question, dissolving into more and more violent anger....It has to stop because it is evil."

Reading from Exodus 22 and Matthew 22, O'Brien explained the difference between anger, which God and Jesus Christ both exhibit, and violent anger—causing harm to another person—which they do not. And then he explored how to truly "love your neighbor as you love yourself." Social programs and checks will not stop violence in Lawrence—but *you* will, he asserted. Violence is prevented during the 20 minutes people are nourished at Cor Unum—and with every moment kids are cared for by adults at Lawrence Catholic Academy. "Every act of compassionate love, if it's real, can stop violence right then, in yourselves and in others," he told the congregation. "Anybody who loved [the murder victims] gave them the space to live without violence. This is *very* significant. If these people had someone helping them in making good choices, then they probably would be alive today. Love God with your whole mind, soul, and heart, love your neighbor as yourself, the way Jesus loves you. That is it. Any questions?"

With O'Brien, nothing much lands in a moral gray zone. He finds secularism and relativism "insidious." And American culture's focus on the material is "destructive in its stultifying effect on the spirit. I know people who have lost their souls to power and money and chemicals in the suburbs

Harvard's 361st Commencement will take place on May 24. For information regarding tickets, events, and alumni gatherings, visit www.commencementoffice.harvard.edu.

who do not even know it is wrong," he explains. "They're in cultures like the Kardashian reality—that is sick. People are watching these people on TV who are just repulsive human beings, who have no good values whatsoever, who have made hundreds of millions of dollars by promoting a culture of narcissism and materialism and fame based on nothing—who have done nothing."



Sunday night basketball games offer the chance to deepen his connections with Lawrence's youths.

* * *

O'Brien and his brothers, Duncan T. O'Brien '82, J.D. '85, and Daniel F. O'Brien '84, M.B.A. '88, grew up in a middle-class family in the Brighton section of Boston. They were members of St. Ignatius, a Jesuit parish church. "Both my parents came from families of strong believers. It was not an ethnic Catholicism or devotional, it was just who we were," he explains. "But I never thought I'd become a priest."

The call came during a tough exam period near the end of freshman year, when O'Brien was in St. Paul's, near the Yard, "praying for miraculous intervention." He was not even paying particular attention and, in hindsight, realized he had always talked *at* God instead of ever trying to listen, when suddenly, "I heard God tell me he wanted me to be a diocesan priest. It was that specific. It was the most clear, real experience I have had." Leaving St. Paul's, he looked warily at the priests "and had the vague notion that they were watered-down, dim-witted versions of the Jesuits who do really boring things."

A government concentrator, O'Brien subsequently also took religion courses and then volunteered at churches and shelters and with an English as a Second Language program to ferret out the truth of the call. After graduation, he went to Saint John's Seminary in Boston, then spent five years in Rome at the Pontifical North American College. During one summer, he served in Calcutta with Mother Teresa, who "recognized that insomuch as I was a jerk that I could grow by working in an environment of very deep poverty," he explains. "I was sarcastic and maybe did not realize how much more of the world there was to know." Calcutta brought "a big breakthrough from God through which I realized the complete dignity of every human being," he emphasizes slowly, "and that there is nothing more important than meeting the needs of the person in the greatest need in front of me at any given time."

Once back in New England, O'Brien was a parochial vicar at the affluent, suburban St. Bernard's parish in Concord, Massachusetts, before working for six years as secretary for pastoral services for Cardinal Bernard Francis Law '53 at the Boston archdiocese. He was assigned to Lawrence in 2001.

Law resigned in 2002 under pressure from the clerical sex-abuse scandal. "The hangover from that crisis is going to be very long," O'Brien says. "There were the most grave, sinful, and terrible crimes, and there was a lot of incompetence among leaders handling these things." In Lawrence, however, where people "get so used to processing right and wrong and sin and corruption, pretty much on a daily basis, the feeling is, 'This is what happened and this has been what's done to address it, and we're OK going forward,'" he adds. "It's harder for suburban people to do that, and harder for people who are politicized. People here are pursuing faith as faith and not imposing other things on it. The real issue is: what are we doing about living God's word and sharing it with other people?"

This is O'Brien's job—and why he often finds himself firmly, and with a neutral, concrete kindness, telling people what to do. A single mother of three young children asks him to talk with her son about the importance of math. A Vietnamese girl whose father was murdered while delivering takeout food wants to help with church tasks. A struggling parishioner wonders if his decision to leave Lawrence to protect his 10-month-old from growing up with violence is a good one. (Yes, O'Brien tells him.)

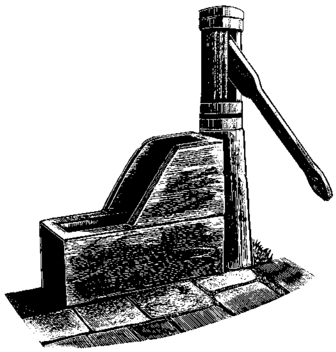
He has grown comfortable with this authority. An 18-year-old Dominican whom O'Brien knows well often does odd jobs around the church. "Are you coming to basketball later?" O'Brien asks one Sunday as he is sweeping the gym. "I'm tired, I don't know," is the reply. O'Brien responds, "Finish sweeping. Go take a nap. Then come back for the game." And the young man says, "OK."

"These kids would sleep all the time or watch TV—which is pretty much the same thing," O'Brien adds, out of earshot. "Here's a good guy who is being raised by a single mother, no father, and is sort of floating through life"—and his friends are much the same. "They do not have the mindset or the virtues to develop healthy long-term relationships—those don't just come by magic or by reading a book or taking a class."

Instead, he says, they come through connections with a faith community and trusting relationships with solid adults and married people with families. "There will be a lot of kids who *will* break these cultural patterns through the church—and they *will* get out of Lawrence," O'Brien asserts. "At least that is the hope. I do not have the answer to hunger in Lawrence, or the answer to the restoration of the family, or to the education of children. But God does. And the more we listen for and do what God asks us to do, I *do* expect to be surprised by positive results every single day."

~NELL PORTER BROWN

Under the Bar



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

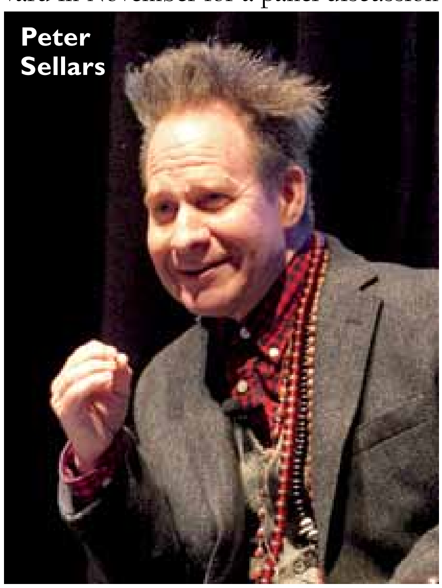
College a cappella groups sing of a lady in red, her beauty ravaged by age and sin, and urge listeners to "let her sleep under the bar." Now Charlotte Silver gives us a report from under the bar in *Charlotte au Chocolat: Memories of a Restaurant Girlhood,* coming in February from Riverhead Books.

Soon after she was born, Silver's parents and a close friend founded Upstairs at the Pudding, a Harvard Square eating establishment with a magnificent high-ceilinged dining room on the top floor of the Hasty Pudding Club on Holyoke Street. It soon became *the* festive venue for a meal out. Silver's father was the head chef, her mother made the desserts at home (the signature dessert was *charlotte au chocolat,* after which Silver was named), and their friend ran the front of the house. Harvard's oldest a cappella group, the Krokodiloes, practiced at any hour on the floor below the restaurant, their voices wafting up.

Throughout her childhood, Silver arrived at the restaurant every afternoon by five o'clock with her mother, platters of desserts, and a party dress, into which she changed upon arrival. She was polite to everyone, always. Waiters brought her Shirley Temples. Perhaps she would order shrimp on a skewer and squab with black lentils and bacon for dinner, followed by candied violets. She amused herself as best she could, and when she got sleepy, she curled up under the bar for a nap. Stored there were crates of champagne with bundles of linen stuffed between them. She arranged herself on top of the clutter, swaddled in tablecloths, she recalls. "As ice cubes tinkled and cocktail shakers rattled above me, I rubbed my nose in the linens, breathing in the scent of starch. The sounds of the restaurant faded. I could barely hear the murmur of the customers' conversations or the scuff of the waiters' shoes on the carpet, and finally I fell asleep."

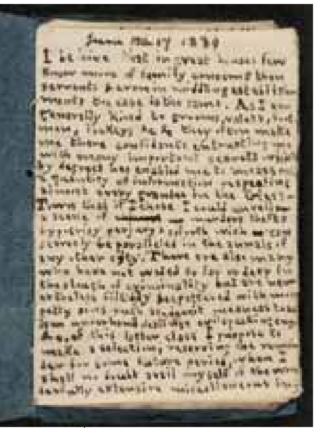
Upstairs endures, as Upstairs on the Square, at 91 Winthrop Street. It is as jolly as ever, but Silver has moved to New York.

Theatrical magician: Peter Sellars '80, who teaches at UCLA, returned to Harvard in November for a panel discussion about *Nixon in China* (he was its inaugural director), along with the opera's composer, John Adams '69, A.M. '72, of Berkeley, and librettist Alice Goodman '80, a former Adams House mate of Sellars who is now an Anglican priest in Cambridgeshire (see harvardmag.com/nixon-in-china). House master emeritus Robert J. Kiely, writing for the *Gold Coaster,* the Adams House alumni magazine (www.goldcoaster.fdrsuite.org), recalls that Sellars as an undergraduate came to him and begged $25 from the Master's Fund to clean up and paint an old basement storage room so that it could be used as a theater (named Explosives–B). "The first production…was a Polish satire that involved an enormous hand made of plywood that kept entering menacingly from the only door. The performances, the concept (short plays, no admission charge, limited space, late starting times), and the unbounded creativity and imagination of the director and actors made the place a sensation. Everyone wanted to come!…



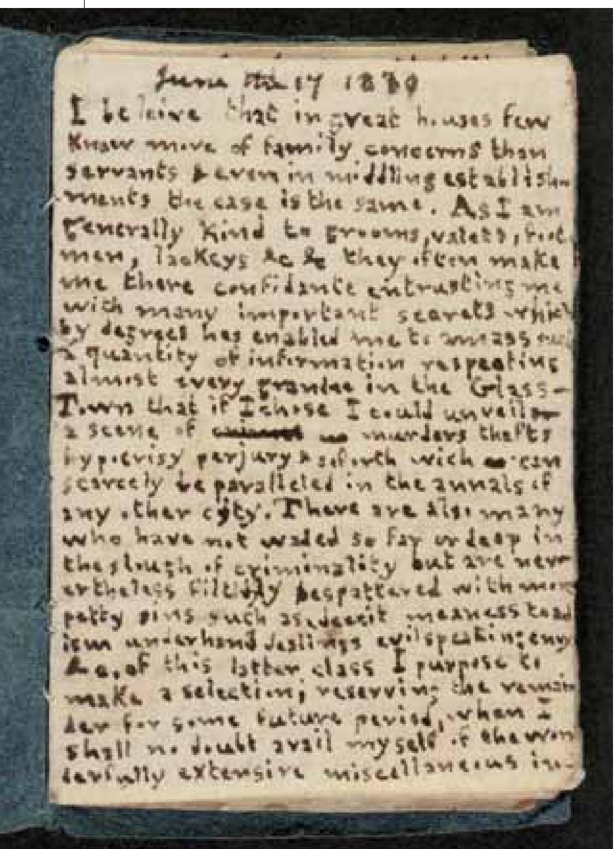
"Theatrical talent and ideas rained down on Adams House," Kiely continues. "A new play seemed to appear every few weeks. Some were new and experimental, others old favorites. Nothing seemed too ambitious. I went to them all, but some still seem to have been impossibly terrific. Peter decided to do something Russian. Was it *Boris Godunov*? Anyway, it was a mammoth Russian opera cut down to 40 minutes…. Other classics followed in various unlikely places: a 35-minute *Macbeth* with three actors in the Adams House tunnels; and most memorable of all, *Antony and Cleopatra* in the Adams House pool (audience sitting around the sides, Cleopatra enthroned on a raft in the middle of the water). They were some of the very best, most original theater I have ever seen at Harvard." ~primus v

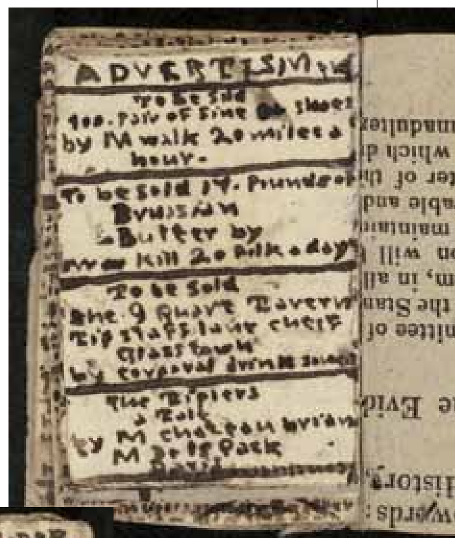
Photograph by Jon Chase/Harvard News Office



Tiny Brontës

Budding imaginations, writ small





At top is a page, actual size, of a miniature manuscript book, written with a sharp eye and a steady hand and stitched together in 1830 by Charlotte Brontë (1816-1855). The page is enlarged immediately above so that ordinary people may read it. It is the beginning of a novelette Brontë called "An interesting passage in the lives of some eminent personages of the present age." The author, she alleged, was one "Lord Charles Wellesley."

In 1821, Charlotte's mother died, leaving widower Patrick, a curate in rural West Yorkshire, to care for their six children. The two oldest died four years later of tuberculosis (which would eventually take them all before Patrick himself died). The four surviving children created what their father called "a little society among themselves." Charlotte, age 10, and Branwell, 9, began a series of plays based on the adventures of their toy soldiers, set in their make-believe world of Glass Town and Angria in Africa. The youngest sisters, Emily and Anne, would follow along with stories, and the self-described "scribblemaniacs" kept at it into early adulthood.

About 20 of these texts took the form of handsewn miniature books two inches tall. Harvard's Houghton Library has nine of them, given by the poet Amy Lowell. The fragile volumes have just been treated to a painstaking team effort at the library to preserve and protect them. Harvard staffer Melissa Banta has chronicled that initiative in an article now awaiting publication.

Sotheby's was set to auction a Charlotte Brontë mini still in private hands just as this issue went to press, at an estimated price of as much as half a million dollars. These otherworldly tiny treasures afford Brontë scholars a priceless glimpse of emerging genius. ~C.R.

The Brontë juvenilia, being worked with here by conservator Priscilla Anderson, include novels by Charlotte (left) and magazines by Branwell (above). He delighted in the satirical *Blackwood's Edinburgh Magazine* and modeled his own after it, with tongue-in-cheek advertisements.

MANUSCRIPTS, CLOCKWISE FROM TOP RIGHT: HOUGHTON LIBRARY, HARVARD UNIVERSITY, MS LOWELL 1 (9); MS LOWELL 1 (5); MS LOWELL 1 (1). BEQUEST OF AMY LOWELL, 1925. PHOTOGRAPHS COURTESY OF MELISSA BANTA


Faction
BRECKENRIDGE SKI RESORT
1961
2011
50TH ANNIVERSARY