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Digital drive

All across Harvard, technological breakthroughs are creating new gateways to learning, rapidly changing the tools of scholarship. Page 11

Online Highlights

PRINT AND ELECTRONIC GAZETTE SCHEDULES

The University will be closed for holiday break Dec. 24-Jan. 2. The next print issue of the Harvard Gazette will be Feb. 3. During January's Optional Winter Session, the electronic Gazette will be sent out on a biweekly schedule, Tuesdays and Thursdays, beginning Jan. 4. For the latest news, visit the Gazette online at <http://news.harvard.edu/gazette/>.



◀ RESOLUTION NO. 9

We resolve to exercise more and eat healthy, and then reach for a cupcake at the office holiday party. We pledge to put money away for retirement, but end up maxing out credit cards that charge 14 percent interest. Professor David Laibson explains what's behind this self-defeating behavior. ▶ <http://hvd.gs/68431>

◀ AT LAST, THE EDIBLE SCIENCE FAIR

Final projects were displayed for the "Science and Cooking: From Haute Cuisine to the Science of Soft Matter" science fair. Illustrating the tenacious bond between science and cooking, students used physics, chemistry, and biology to manipulate recipes and create foods that stretch the imagination. ▶ <http://hvd.gs/68508>



▲ HEADING FOR CONGRESS

Twenty-four incoming members of Congress visited the Harvard Kennedy School for a four-day conference to help prepare them for their new jobs. ▶ <http://hvd.gs/68199>

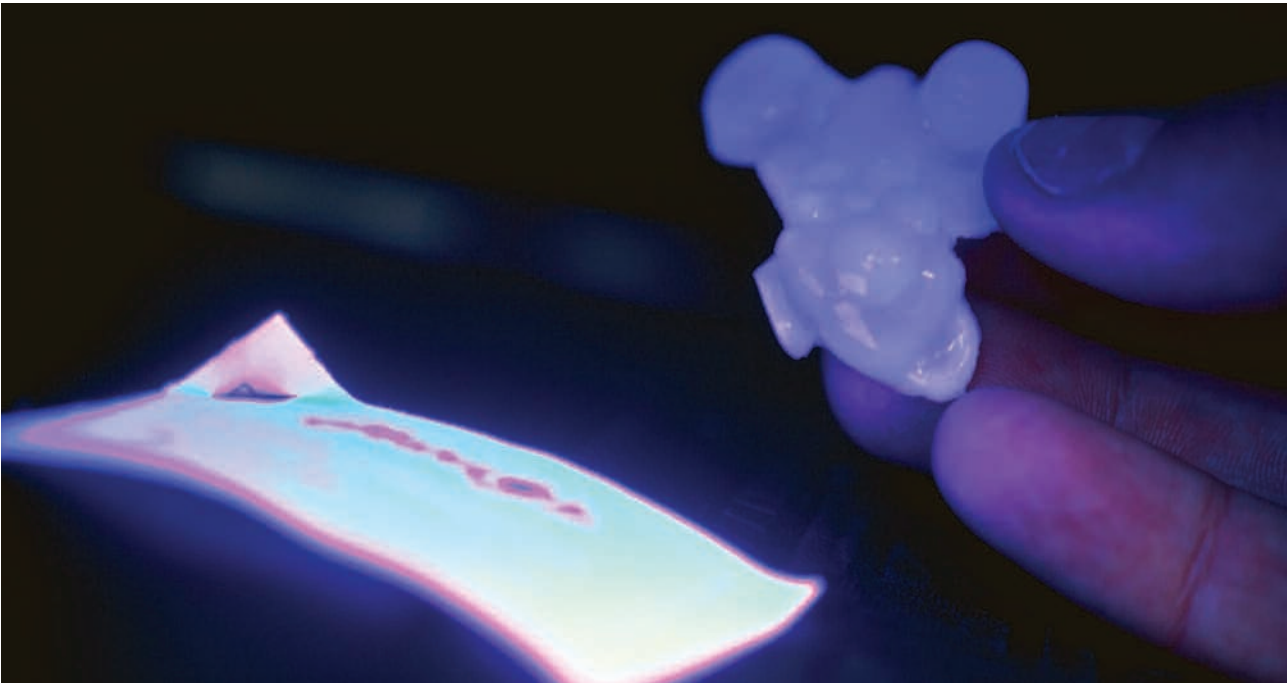
LIKE COMPUTER SCIENCE, ONLY COOLER

More than 500 students in the introductory computer science course CS 50 descended on the Northwest Science Building for a music-thumping, popcorn-eating fair where students showed off their projects. ▶ <http://hvd.gs/68898>



▶ RENEWING HARVARD'S LIBRARY SYSTEM

Setting a fresh course for the future of the Harvard library system, University leaders have embraced a series of recommendations from the Library Implementation Work Group. President Drew Faust also announced the names of the first 10 members of the new Harvard Library Board, which will oversee the transition of the University's vast library system to a coordinated structure. ▶ <http://hvd.gs/67648>



Police Log Online ▶ www.hupd.harvard.edu/public_log.php

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The discovery of an 1848 letter by the great naturalist sheds light on a murky part of his life, and on a friendship that eventually went awry. Page 5



A smartphone can access the story by reading the QR code here or on the cover.

COVER STORY

Harvard, home to the first mainframe computer, is on the cutting edge of digital advances that are rapidly redefining scholarship by opening doors to information, fostering collaboration, and revolutionizing classroom learning. Page 11



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NATIONAL & WORLD AFFAIRS

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President Faust and Robert Reichauer, the senior fellow, explain the outcomes of the governance review. Page 14

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A veteran, now a midcareer student at the Harvard Kennedy School, reflects on the values that his military peers bring to campus. Still, when a sharp noise splits the air, he ducks. Page 16

STAFF PROFILE/KAREN WOODWARD MASSEY

The director of education and outreach at FAS Research Administration Services has always needed a creative outlet from her "right-brain" work. From ingénue roles to a staff cover band, the Grateful Deadlines, one thing remains the same: She has a ton of fun along the way. Page 17

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It's easy enough to say you value diversity, but honoring that goal can be tricky in context. A workshop on bystander awareness offered strategies on what to do when diversity is challenged in the workplace. Page 18

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Harvard Community Gifts Giving Fair brought to campus many local organizations whose missions are helping those in need. Page 19

ATHLETICS/ROOM FOR IMPROVEMENT

Harvard men's hockey squad hopes to reverse course after tough start. Page 22

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Sick to death

Harvard School of Public Health researchers are mounting a major study of chronic disease in four African nations, which organizers hope will provide a foundation for understanding and treating chronic ailments like heart disease, diabetes, and cancer.

By Alvin Powell | Harvard Staff Writer

“It’s probably one of the biggest experiments in lifestyle ever conducted in the history of man,” Adami said.

Holmes, Adami, and a handful of faculty collaborators at Harvard have spent the past three and a half years laying the groundwork for the study, which they say is a partnership with African researchers that will rely heavily on African collaborators. The organizers have met with the ministers of health in the four nations, have identified African researchers who will work on the study, and have created staffed centers in each country where smaller pilot studies are being conducted. In addition, Adami and Holmes said, the project will provide ample opportunity to train African collaborators and staff at several levels, from providing doctoral research projects for aspiring researchers to job training for frontline staff.

Before the survey can take off, however, it needs to be funded. Adami said the organizers are seeking funding sources for the \$500,000 needed for the next phase, which is just a fraction of the estimated \$100 million the project is expected to cost over the decade. They are reaching out in a variety of ways, including a push to use social media to raise small amounts from many donors.

While that is a lot of money, Holmes pointed out that if society prioritizes such actions, money can be found. After all, she said, it’s what a single big-time athlete earns through a major contract.

Harvard has a long tradition of successful cohort efforts, starting with the venerable Nurses’ Health Study, begun in 1976 to investigate the effects of long-term use of oral contraceptives by women. The study enrolled 122,000 nurses in 11 states and followed them for decades, with the scope of questions expanding over time. That study has been followed by ones involving younger groups, whose results continue to add to scientific knowledge about health and disease.

“The Harvard cohorts have greatly informed health policy in this country. It’s a crime to have a whole continent without the benefit of that [information],” Holmes said.

Once funding is found, Adami said it will take about a year to scale up the pilot infrastructure for the study. The project will likely employ hundreds of people and consists not only of questionnaires, but also collecting tissue samples from participants.

Technology will likely play an important role, Holmes said, as researchers consider the best way to keep track of study participants and collect health information from them. Traditional paper questionnaires may not be the best route, she said, and organizers are considering using cell phones — becoming more common in Africa because they bypass the expensive and labor-intensive need to run phone cables to homes — as a way to keep in touch, either by speaking to a participant or texting them.

Organizers are also hopeful that they can coordinate the effort with several similar studies going on in other countries, including Mexico, Sweden, and India, to make the results comparable across studies.

Led by Epidemiology Department Chair Hans-Olov Adami (left) and Associate Professor of Epidemiology Michelle Holmes, the effort is seeking to enroll 500,000 people from four African countries. The massive project will track people’s health, with a focus on chronic ailments.

AFRICA/HARVARD SCHOOL OF PUBLIC HEALTH
PaCT
PARTNERSHIP FOR COHORT
RESEARCH & TRAINING

In the United States, large, long-running studies provide clues about people’s health, highlighting ailments such as diabetes, heart disease, and cancer, while providing a starting point for research and interventions.

That’s not the case in Africa. Despite the enormous burden of disease there and the rise of what were traditionally considered diseases of industrialized nations, there are almost no broad population studies that might provide guidance for policies and priorities.

A group of researchers at the Harvard School of Public Health is seeking to change that, taking aim at chronic ailments such as diabetes, heart disease, and cancer through a major cohort study like those that have illuminated important trends in the U.S. population’s health.

Led by Epidemiology Department Chair Hans-Olov Adami and Associate Professor of Epidemiology Michelle Holmes, the effort — called the Africa/Harvard School of Public Health Partnership

for Cohort Research and Training — is seeking to enroll 500,000 people from four African countries: Nigeria, South Africa, Uganda, and Tanzania. The massive project will track people’s health, with a focus on what investigators expect will be a rising “tsunami” of chronic ailments.

After decades of public health focus on infectious diseases, Africa’s population is in the midst of a demographic and epidemiological shift like that that has already occurred in industrialized countries. The population is getting older and, while infectious disease hasn’t been conquered — as the AIDS epidemic emphatically shows — chronic ailments that typically appear later in life are showing up with greater frequency.

“This is what we call an epidemiological transition,” Holmes said. “You have to live long enough to get a chronic disease.”

In addition, the spread of the less-healthy Western diet and sedentary lifestyle has led to a rise in the heart disease, diabetes, and obesity linked to that.

Charles Darwin (left) from the Donald and Mary Hyde Collection of Dr. Samuel Johnson, Houghton Library.

(Below) Based on the “Sunday” reference and the letter’s relationship to others between Charles Darwin and Richard Owen, it is believed that this letter was most likely written April 2, 1848. The transcription, which is copyright of the Darwin Correspondence Project, will be published in a forthcoming supplement to the “Correspondence of Charles Darwin” (Cambridge University Press).

Across 160 years, Darwin speaks

The discovery of an 1848 letter by the great naturalist sheds light on a murky part of his life, and on a friendship that eventually went awry.

By Maya Shwayder '11 | Harvard Correspondent

While in Houghton Library, sorting through stacks of old manuscripts and letters from the great naturalist Charles Darwin, history of science graduate student Myrna Perez and lecturer Alistair Sponsel stumbled across something extraordinary: a previously unknown letter from Darwin to his colleague and later nemesis, zoologist Richard Owen.

“We initially went [to Houghton] to confirm that a few letters we thought were here at Harvard were actually here,” said Sponsel, who, like Perez, is an affiliate of the Darwin Correspondence Project, whose American editorial office is at Harvard.

“We were not really looking for a new letter,” Perez said. “One of the editors ... noticed there were some discrepancies between the letters that the project believed to be at Harvard, and what she could tell from the Harvard catalogs themselves.”

After cross-checking the British lists and the Harvard catalog, Perez came across a letter that couldn’t be found on any of the lists.

“I was a little excited, but a bit skeptical that it would actually be new,” she said. “And then when I got it, I spent a long time looking through our project databases, had Alistair check what I did, and we finally concluded that it was a letter unknown to the project.”

According to Sponsel, Darwin wrote the undated letter in April 1848, long before his landmark book “On the Origin of Species” was published. Darwin would have been 39 years old, but he was already famous as a voyager and author. Owen had previously contributed to Darwin’s book “The Zoology of the Voyage of the HMS Beagle.”

“We can tell with fairly good confidence which Sunday in 1848 he wrote this,” Sponsel said. “The two [Owen and Darwin] were working on a publication for the British

Down Farnborough Kent

Sunday

My dear Owen

My notes have run out quite into a little treatise. There is not, however, a word which I should not have been most deeply grateful for, when I started on my voyage.

If too long, there is no harm done, for you can cut it about as much as you like. I really felt it a relief of gratitude to my dear microscope praising it, after having worked for years with one, such as is generally sold. Hooker gave me many hints & he is a really beautiful dissector, as I have seen. Both he & R. Brown have praised to me beyond measure the Adies lenses, which I have recommended, as I have, also, found them excellent. — I do not think there can be any objection, though that of course is for your decision, to the note I have put, that the kind of microscope, recommended can be seen at Smith; for this is really the best advice that can be given.—

I sent in my M.S a fortnight ago & it has been lost, I believe at the Admiralty: is it not an accursed bore.—

I will call on you, rather early on Wednesday morning, as I want much to have 1/4 of an hour’s talk, & likewise I want to look at Thompson’s Zoolog. Researches. & Goadby’s preparations of the Lepas, especially that of the nervous system: — could you let me look at it, through a * <a simple or weak compound> microscope? If you sh^d be going out, w^d you be so very kind as to leave the Book & preparations out for me.

Thanks for your Synopsis: it is quite instructive to read the mere Headings; how glad I shall be to see it in type.

Ever yours | C. Darwin

* The words in brackets were added by Darwin between the original lines of text.

(see Darwin next page)

Darwin

(continued from previous page)

Navy, a handbook for people on voyages to teach them how to make scientific observations.”

Perez added, “The letter, and the entire exchange, gives a perspective on the collaborative process of their work and the kind of instructions that Darwin felt were appropriate for new naturalists on naval expeditions. He makes some interesting comments in the letter, saying that he would have loved to have had this kind of manual on his own Beagle voyage.”

“Unknown letters don’t come up very often, maybe about 10 a year,” said Darwin scholar Janet Browne, Aramont Professor of the History of Science and Harvard College Professor. “This letter is unusual in that it is a letter from early in Darwin’s life, before ‘On the Origin of Species’ was written, and with a particular individual with whom he became almost sworn enemies.”

It was “On the Origin of Species” that changed Darwin and Owen’s relationship. After its publication, Owen wrote a cruel review of the book, and the relationship disintegrated.

The discovery comes as part of Perez and Sponsel’s work for the Darwin Correspondence Project, an endeavor begun in the mid-1970s by American scholar Frederick Burkhardt and now based at the University of Cambridge. Participants there and at Harvard are dedicated to cataloging, editing, and publishing Darwin’s correspondence from throughout his life. To date, Browne said, the project has cataloged about 15,000 letters from “unexpected people in all sorts of categories, including women scientists and African colonial administrators.”

“Historians have found principally through this large publishing project that correspondence is a significant element of what scientists used to do,” Browne said. “It turns out that someone like Darwin was writing letters as a way of collecting information. It was part of his scientific method.”



History of science graduate student Myrna Perez (left) and lecturer Alistair Sponsel found a previously unknown letter from Darwin to his colleague and later nemesis, zoologist Richard Owen.



Students go Dada over project

A group of Harvard undergrads collaborated on period artworks that grace the Loeb’s lobby for the A.R.T.’s avant-garde musical “The Blue Flower.”

By Colleen Walsh | Harvard Staff Writer

In one painting, the black outline of a half-hidden, skirted figure crosses the pink line of a stage as an audience member looks on. Nearby, a series of ghostly, skeletal X-rays hang side by side. Around the corner, a plaster cast of a human head is nestled in a shoe atop some stacked stools.

The mysterious and evocative artworks greet visitors en route to the American Repertory Theater’s (A.R.T.) Loeb Drama Center main stage for the world premiere of its newest production, “The Blue Flower.”

“I wanted the audience to know that they are entering into a different universe,” said one of the show’s writers Ruth Bauer, of the installation that has transformed the theater’s hallway and lobby into a mini modern museum.

The curious pieces, many created by Harvard undergraduates as well as cast members of “The Blue Flower,” mimic the iconography of the avant-garde musical’s themes of love, friendship, war, and Dadaism.

The installation is the result of a collaboration be-



Katherine Agard '13 (above, left) and Ruth Bauer have transformed the hallway and lobby of the Loeb Drama Center into a mini museum. “I wanted the audience to know that they are entering into a different universe,” said Bauer, one of the writers of “The Blue Flower.” The artwork is by Harvard undergrads.

tween Bauer and several Harvard students and is supported by the Peter Ivers Visiting Artist Fund through Learning From Performers, a program of the Office for the Arts at Harvard. It is one of many joint efforts between the A.R.T. and University students in recent years, and one that adheres to the theater's new mission to broadly engage with the University community.

"While the A.R.T. has always worked closely with undergraduates, under Diane Paulus' leadership that commitment has intensified," said A.R.T. dramaturg Ryan McKittrick, who helped coordinate the art project.

Several undergraduates with concentrations like art history, philosophy, music, and film regularly joined Bauer over two months in the Adams Artspace, a converted squash court in the Harvard House, to paint, glue, staple, hammer, and weave together their creations.

Paulus '88 took over as artistic director in 2008 and promptly announced her desire to "expand the boundaries of theater," in part by staging inventive new works and modern versions of classics, but also by working directly with students.

"Diane Paulus was interested in 'The Blue Flower' ... and asked me if I would be interested in working with the students because of the varied academic connections we could make," said Bauer, who jumped at the chance to create a Dada-inspired environment modeled on her play.

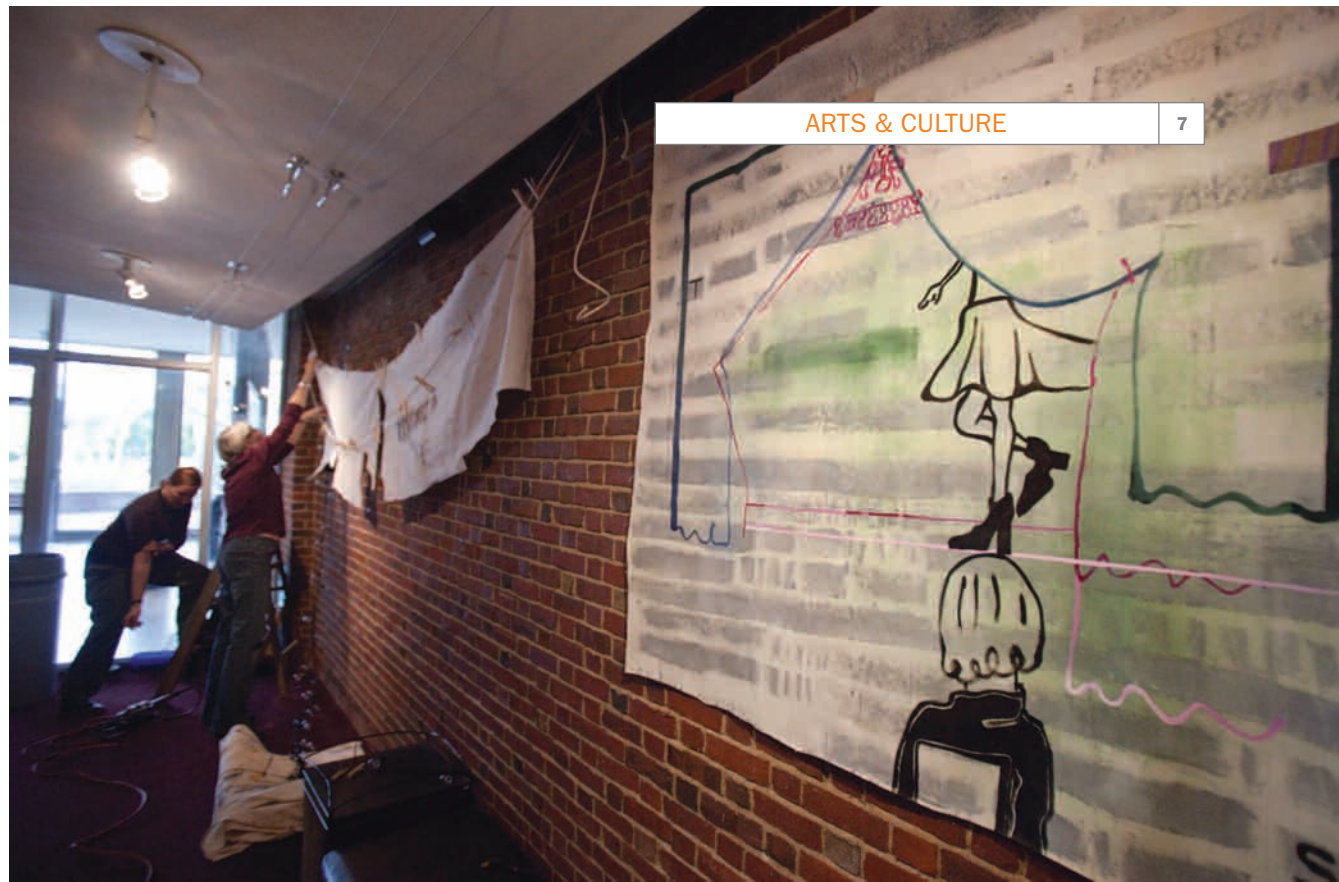
Bauer's characters are loosely based on German artists Hannah Höch, Max Beckmann, Franz Marc, and French physicist Marie Curie, and the musical unfolds against the backdrop of World War I and the rise of the Weimar Republic, and the cultural movement known as Dadaism.

To inspire the students' creativity and inform their works, Bauer also helped coordinate a trip to the Harvard Art Museums' off-site facility to view works by Dada artists from the museum's collection.

Senior Sonia Coman adhered to the Dada principle of ambiguous dimensional realms when creating her painting of the half-observed figure walking onstage.

Coman, an art history concentrator who has a secondary field in studio art, said that Bauer's enthusiasm "fueled the student involvement" with the project and that the flexible use of the space in Adams House inspired "the unfolding of inspiration."

Other joint A.R.T. and student initiatives include courses for undergraduates, like last fall's "Theater, Dream, Shakespeare," co-taught by Paulus and Marjorie Garber, the William R. Kenan Jr. Professor of English and of Visual and Environmental Studies. For the second year, the A.R.T. is offering a program for undergraduates in January, this year in collaboration with the Liz Lerman Dance Exchange, as part of the January intensives supported by the president's



"Diane Paulus was interested in 'The Blue Flower' ... and asked me if I would be interested in working with the students because of the varied academic connections we could make," said Bauer, who jumped at the chance to create a Dada-inspired environment modeled on her play. Tasha Vogt (far left) and Bauer install the students' artwork in the Loeb hallway.

Online ►► Performance information:
www.americanrepertorytheater.org/

arts initiative.

Students also can apply for the observership program, a longtime collaboration between the Harvard-Radcliffe Drama Club and the A.R.T. in which Harvard undergraduates sit in on rehearsals of A.R.T. productions.

"Offering students the opportunity to engage with working professionals and to see how professional theater is created is a crucial part of the A.R.T. mission, and we are thrilled to have them as part of the creative process," said McKittrick.

"It was an antidote to the heady stuff they are doing and an element in their lives that creates some balance," said Bauer, who called the group "delightful."

Bauer let them freely experiment with the varied bits of ephemera she collected for the project, junk like chicken wire and old film reels, salvaged from the trash or discovered at yard sales, to make their Dada-themed creations. But at one point she had to draw the line.

"The students got really excited and wanted to construct a trench in the Loeb Drama entry space, which would have been a great way to enter the theater," said Bauer. But due to space constraints, "Unfortunately, that plan was nixed."

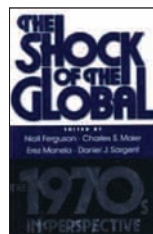


Ye olde info overload

Before digital technology existed, scholars centuries ago beat their desks in frustration over being inundated with data too, according to Ann Blair, author of “Too Much to Know: Managing Scholarly Information Before the Modern Age.”

By Sarah Sweeney | Harvard Staff Writer

HARVARD BOUND



THE SHOCK OF THE GLOBAL: THE 1970S IN PERSPECTIVE

(Belknap Press, March 2010)
By Niall Ferguson, Charles Maier, Erez Manela, and Daniel J. Sargent

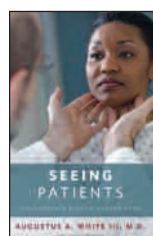
Disco, drugs, and decadence? Not that 1970s. This book, by Harvard mainstays Niall Ferguson, Charles Maier, and Erez Manela, focuses on the decade that introduced the world to the phenomenon of “globalization,” as networks of interdependence bound peoples and societies in new and original ways.



WHY THE CONSTITUTION MATTERS

(Yale University Press, May 2010)
By Mark Tushnet

By providing key facts about Congress, the president, and the nature of the current constitutional regime, Mark Tushnet, the William Nelson Cromwell Professor of Law, reveals not only why the Constitution matters to each of us but also, and perhaps more important, *how* it matters.



SEEING PATIENTS: UNCONSCIOUS BIAS IN HEALTH CARE

(Harvard University Press, January 2011)
By Augustus A. White III with David Chanoff, contributor

Augustus A. White III, a pioneering black surgeon and the Ellen and Melvin Gordon Distinguished Professor of Medical Education, and contributor David Chanoff use extensive research and interviews with leading physicians to show how subconscious stereotyping influences doctor-patient interactions, diagnosis, and treatment.



Information overload isn’t solely a Google-era dilemma. Before digital technology existed, scholars beat their desks in frustration over information overload, too, according to Ann Blair.

In her book, “Too Much to Know: Managing Scholarly Information Before the Modern Age,” Blair, Henry Charles Lea Professor of History, examines the painstaking processes early scholars undertook for the sake of knowledge.

With the spread of paper in the late middle ages, then of printing after 1453, scholarship involved ever more reading: printed books, manuscripts, and letters. Scholars relied on note taking to retain what was useful from their reading. Some collections of notes, organized with finding devices, were published as reference books, in which readers could find the best bits from many books they wouldn’t have the time or accessibility to read.

Blair set out to examine these early printed “reference books” — even though that term didn’t exist as such at the time, she notes — “to understand how they shaped readers’ practices of reading and conceptions of the organization of knowledge.”

“Too Much to Know” grew out of Blair’s first book, “The Theater of Nature: Jean Bodin and Renaissance Science,” which examined a single work of encyclopedic natural philosophy of 1596. The research extended over a decade, and took her to “many wonderful rare book libraries in France, Switzerland, Germany, the U.K., and of course at Houghton,” she said.

“One of the manuscripts I studied, a collection of unpublished medical remedies in the Zentralbibliothek in Zurich, can tell us a lot about how these large works were made. The pages that would have been sent to the printer were filled with slips of paper that were cut and pasted under head-

ings” arranged by disease, said Blair.

That manuscript was a decoupage of “all kinds of texts: from manuscripts, including reading notes, personal observations ... and even from printed books written by others.” Other published compilations were made using similar methods, including one eight-volume behemoth containing more than 10 million words.

All research, in general, said Blair, “certainly was painstaking” for early modern scholars.

“They advocated studying at all times,” she said. “They worked by candlelight early in the morning, and deep into the night, sharpening quills by knife, and drying the ink afterward with a sprinkling of sand. Everything was written out by hand, and if you wanted to store information in more than one place, or include it in a letter, you had to copy it out that many times.”

Many scholars complained of damage to their eyes, and they “relied on letters to communicate with one another that could easily take weeks to get from one European city to another, and they constantly fretted about the mail not getting through at all.”

Blair notes that the challenges regarding information today are unprecedented in many ways — for example, in the scale of accumulation and its permeation of all areas of life. “But this book shows how earlier generations of scholars and students faced similar challenges of overload, with a similar range of despair and enthusiasm, in a quite different historical context,” she writes.

“They devised many thoughtful solutions, some of which are still familiar to us today and others that remind us that some of our working methods will no doubt seem strangely obsolete in due course, too.”

Photo by Stephanie Mitchell | Harvard Staff Photographer

FACULTY PROFILE



A literary reconstruction of U.S. Reconstruction

Professor sifts post-Civil War writings for societal clues that give context to a deeply troubled time.

By Alvin Powell | Harvard Staff Writer

Between the American novels “Miss Ravenel’s Conversion from Secession to Loyalty” and “The Red Badge of Courage” lies ... not much.

To Amanda Claybaugh, that’s a mystery that needs unraveling. After all, it means that the literary heart is missing from one of the nation’s most wrenching times, the bitter Reconstruction years when the United States mourned its Civil War dead, tallied its losses, and painfully re-incorporated the South into the Union.

Authorities on 19th century literature routinely divide the century into the time before and after the Civil War, but Claybaugh said the period between the war’s conclusion and the end of the Reconstruction, roughly from 1865 to 1880, is something of a literary desert.

Claybaugh, who was named a professor of English and American literature and language in July, wants to know not only what was written during that period, but also what that can tell us about society at the time.

Claybaugh is at work on “The Literary History of Reconstruction,” which examines lost writings of the time, including accounts of Freedmen’s Bureau agents who assisted one-time slaves in the postwar years, the writings of Northern volunteers who went south to help rebuild, as well as fiction by Southern authors and turn-of-the-century writings by African-American authors, who were educated and influenced during Reconstruction.

Those writings, she said, illustrate a nation in transition, one whose citizens are grappling with the very concept of nationhood. Before the war, Claybaugh said, people thought of themselves as citizens of a particular state. Afterward, with the federal government having emphatically claimed superiority over the states, they were citizens of a single country.

This is not Claybaugh’s first foray into using literature as a mirror reflecting the society in which it was written. Her doctoral dissertation led to her first book, “The Novel of Purpose: Literature and Social Reform in the Anglo-American World,” which examined British and American 18th century literature by novelists who were social reformers and looked at how their writings and literary techniques influenced even major writers uninterested in reform, such as Henry James and Mark Twain.

Claybaugh conducts her research through exhaustive examination not just of the literary works of a period, but also of popular works such as magazines and newspapers. The popular works, she said, give her a sense of the broader societal themes of the times. She credits exhaustive digital databases that allow her to conduct much of her research from her computer, rather than having to peruse the documents through archives.

English Professor Elisa New said Claybaugh’s late 19th century expertise fills a gap in the department during a key period in American literature. In addition, she said, Claybaugh’s work has been groundbreaking, because literary scholars have overwhelmingly tended to look at literature within national boundaries, not from a trans-Atlantic or international point of view, such as Claybaugh did with “The Novel of Purpose.”

“Some of it is just breathtakingly new,” New said. “She’s a splendid researcher and a legendary teacher of those late 19th century writings.”

Claybaugh, who grew up in Maryland, became interested in literature as an undergraduate at Yale University. She entered Yale interested in politics, but a freshman literature course captured her imagination. She was intrigued by the interplay between the words themselves and other elements that sometimes indicated meanings beyond or contrary to a specific passage.

“I liked the complexity of literary analysis,” Claybaugh said.

Claybaugh graduated from Yale in 1993 and came to Harvard, where she earned her doctorate in English and American literature and language in 2001. She left Harvard for Columbia University, serving as an assistant and associate professor there. She returned to Harvard during the 2007-08 academic year as a visiting associate professor. She was appointed professor of English in July.

Along the way, Claybaugh has received several awards for her teaching, receiving the Derek Bok Award for Excellence in Teaching as a graduate instructor at Harvard and Columbia’s Presidential Teaching Prize in 2004, awarded each year to five members of the faculty.

Claybaugh teaches lecture courses on the American novel, foundations of American literature, and the 19th century British novel, as well as several undergraduate and graduate seminars on specific authors and literary themes. She said she enjoys the point in class when students stop merely taking in information and begin to disagree with her.

“Then I know they don’t need the class anymore,” Claybaugh said. “For me, it’s very important that I give my students the tools they need to challenge me.”

Before the Civil War, people thought of themselves as citizens of a particular state. Afterward, with the federal government having emphatically claimed superiority over the states, they were citizens of a single country, says Harvard Professor Amanda Claybaugh.

Photo by Stephanie Mitchell | Harvard Staff Photographer



Hyman to step down as provost

Provost Steven E. Hyman, who spurred an expansion of interdisciplinary research at Harvard, plans to leave his post after nearly a decade.

Steven E. Hyman, who spurred an expansion of interdisciplinary research at Harvard and has overseen the revitalization of the University's libraries and many of its museums and cultural institutions, announced Dec. 15 that he would conclude his service as provost at the end of the academic year.

During nearly a decade in the post, Hyman put significant emphasis on intellectual activities that cross disciplines and School boundaries, and played a key role in founding major institutes and academic centers that forged new approaches to scientific research.

"Being Harvard provost is undoubtedly one of the greatest privileges in American higher education," Hyman said. "Working with Harvard's talented deans, faculty, and other University leaders, I have had an opportunity to nurture their high aspirations for some of the world's greatest academic departments, professional Schools, museums, and libraries, as well as for their extraordinary students."

Hyman, a neurobiologist and past director of the National Institute of Mental Health (NIMH), said he would take a one-year sabbatical at the Broad Institute of Harvard and Massachusetts Institute of Technology (MIT) to refocus on his academic work. He also plans to create an undergraduate course on the implications of neuroscience for ethics, policy, and law.

Harvard's longest-serving provost in modern times, Hyman broadened the scope of the role through programmatic expansions that served all of the Schools, including the modernization of the University's technology transfer programs, and the establishment of policies to support international research and collaborations.

Photo by Stephanie Mitchell | Harvard Staff Photographer

"I have deeply valued my partnership with Steve," said President Drew Faust. "He has spurred fresh thinking and important initiatives in areas ranging from the sciences to the humanities, from the museums to the libraries ... In all of these areas and more, he has approached his role with intelligence, passion, and wit, and with a devotion to the highest academic standards."

Faust said the search for a new provost would begin early next year.

"Steve has done an outstanding job as provost, especially in helping the University navigate a decade full of change and in creatively pursuing ways to make Harvard more than the sum of its parts," said Robert D. Reischauer, senior fellow of the Harvard Corporation. "He's contributed a great deal to the Corporation's deliberations on a wide range of issues, and he's consistently been a positive force for academic and organizational innovation. More than that, he's been a pleasure to work with, and all of us on the Corporation join in thanking him for his leadership, his insight, and his dedication."

Hyman oversaw the reorganization of the American Repertory Theater, supported the renovation of the Fogg Art Museum, and appointed the current directors of those two institutions, as well as the Arnold Arboretum and Villa I Tatti, Harvard's Renaissance research center in Italy. He is currently leading the search for a new curator of the Nieman Foundation and, having overseen a review of the University's vast library system, also is chairing the new Harvard Library Board that will establish a more closely coordinated management structure to strengthen Harvard's position as the pre-eminent university library of the 21st century.

Hyman also worked to elevate the Harvard Humanities Center to the status of a University-wide center. "Steve Hyman is in many ways a Renaissance man, and I don't use the term lightly," said Homi Bhabha, director of the Mahindra Humanities Center and the Anne F. Rothenberg Professor of the Humanities, who noted that Hyman helped him to organize seminars that explored the intersection of the humanities and the sciences. "He has deep interests, of course, in the neurosciences and in the sciences more generally, but he is also very interested in the classics and in contemporary debates in the humanities."

At a time when difficult questions were being asked about diversity in the ranks of Harvard's faculty, Hyman established the Office of Faculty Development & Diversity, whose mission has been to improve the faculty experience while taking steps to ensure that the evolving faculty more closely reflects the increasing diversity of the student body.

"Steve's background in medicine, his passion for the liberal arts, and his experience in leading the NIMH gave him the perfect set of skills to be an extraordinary provost," said Harvard College Dean Evelyn Hammonds, who was the first vice provost for faculty development and diversity. "Steve never lost sight of the University's goals and priorities. He's been a wonderful mentor and friend to me."

Many of Hyman's most far-reaching accomplishments revolve around research and education in the sciences and engineering. He was integrally involved in elevating Harvard's Division of Engineering to School status, and in founding such entrepreneurial and interdisciplinary ventures as the Wyss Institute for Biologically Inspired Engineering, a collaborative venture of Harvard Medical School (HMS), the School of Engineering and Applied Sciences, and the Faculty of Arts and Sciences; the Broad Institute, of MIT and Harvard, which takes a systematic, collaborative approach to genomics and the life sciences more generally to dramatically accelerate the treatment of disease; and the Ragon Institute of Massachusetts General Hospital, MIT, and Harvard, which supports nontraditional partnerships among experts to accelerate the search for an HIV/AIDS vaccine.

Hyman established the Harvard University Science and Engineering Committee, which brings together faculty and deans from all of Harvard's Schools that support science and engineering, along with leaders of the University-affiliated hospitals, to take an integrated approach toward priority setting and initiating new collaborative ventures. He played a key role in creating the Department of Stem Cell and Regenerative Biology, Harvard's first cross-School department, and the Harvard Stem Cell Institute, which has been a world leader in the growing field of stem cell research.

"Steve Hyman has been a very strong voice for science and innovation at Harvard, working to support new structures for research and teaching within our community," said Doug Melton, co-director of the Harvard Stem Cell Institute. "A notable success was his ability to foster and coordinate new research initiatives within Harvard, as well as making stronger connections with Harvard's affiliated hospitals. I was delighted to learn that he is returning to experimental science for his next challenge, and look forward to watching his discoveries at Harvard."

Across the University, digitization is rapidly changing the nature of scholarship, opening doors to information and collaboration, and redefining research and education.



Edith Young (above) in the imaging area at Widener Library.

Cruising the digital highway

By Colleen Walsh
Harvard Staff Writer



COVER STORY

At Harvard Business School (HBS), students use a software program to tap into a virtual Wall Street trading floor. At the Graduate School of Design (GSD), a computer-driven, robotic arm assembles walls and carves stone. At the Widener Library, digital specialists use high-resolution cameras to electronically capture everything from ancient Chinese manuscripts to Harry Houdini's handcuffs.

Across its Schools and academic centers, Harvard is embracing cutting-edge technology that is rapidly changing the nature of scholarship, redefining research, opening doors to information, fostering collaboration, and revolutionizing classroom learning.

Examples abound across campus, and often involve stitching the Schools together. Recognizing the need for more digital interactivity, for instance, the Library Implementation Work Group, building on the work of the Task Force on University Libraries, two weeks ago recommended adopting a system that emphasizes a more harmonized approach to the global strategic, administrative, and business processes of the libraries.

The University's leadership in information technology dates back

Photo by Rose Lincoln | Harvard Staff Photographer

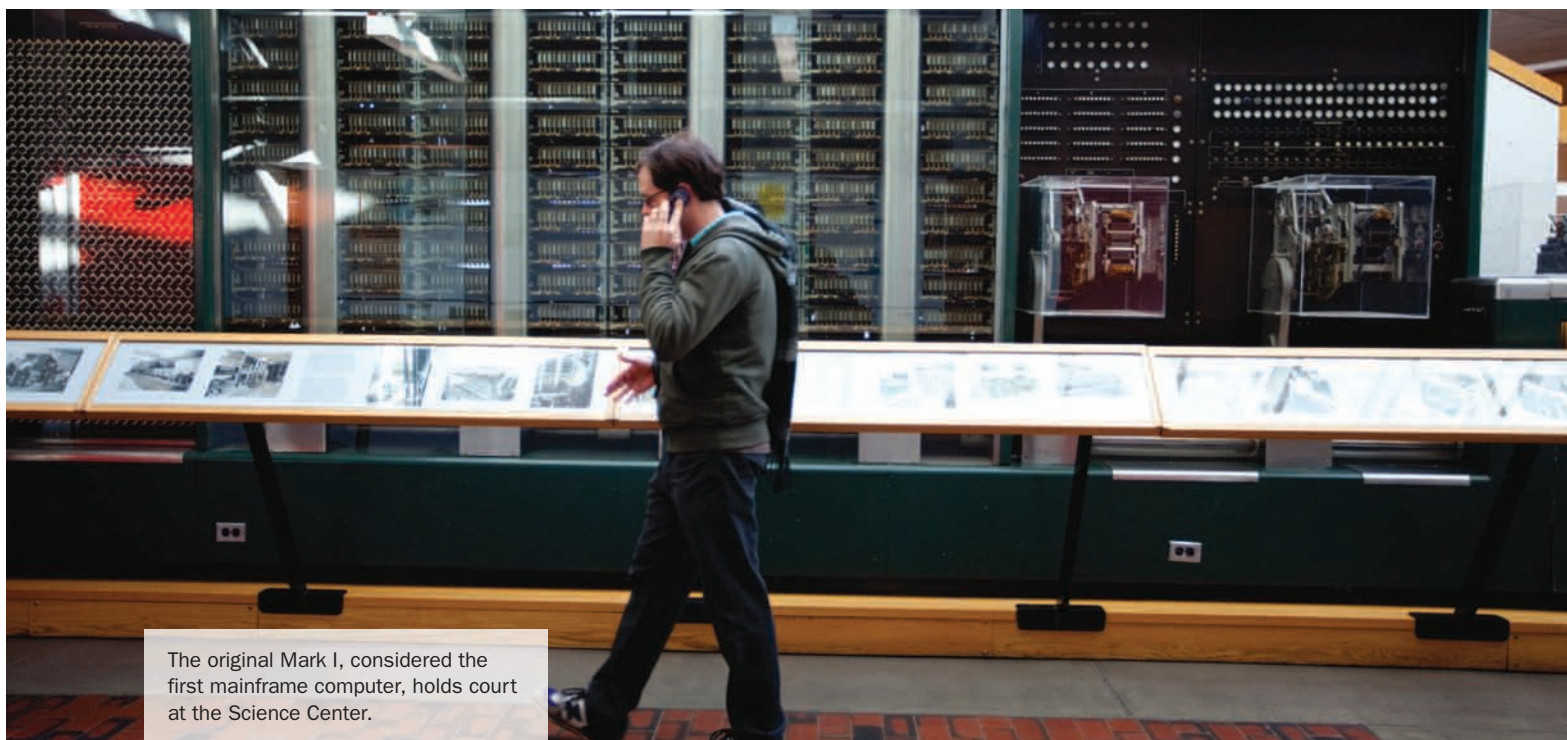
more than 65 years to the Mark I, which is considered the first mainframe computer. It was the brainchild of Ph.D. physics candidate Howard H. Aiken, who envisioned a newer, faster, more powerful calculating machine.

TECHNOLOGY IN THE CLASSROOM

Aiken's mega-computer was the prototype that paved the way for the Blackberrys and iPods of today, the powerful handheld digital devices that are ubiquitous in Harvard's classrooms. In those classes, the fans and adopters of such technology say, electronic devices aren't driving education, but instead are supplementing the pedagogy.

Eric Mazur, the Balkanski Professor of Physics and Applied Physics, has used wireless technology in his introductory physics class for 17 years. His students use clickers, their own handheld devices, or their computers to send answers to a common website that registers the responses on a screen in the front of the classroom. Mazur introduced the clickers to ask questions of students, to get them to discuss their answers in small groups, and to have them try to convince each other of their own reasoning.

(see *Digital* next page)



The original Mark I, considered the first mainframe computer, holds court at the Science Center.



Digital

(continued from previous page)

"In the end," said Mazur, "learning and research is a social experience. It's people, it's not sitting in front of a book, or sitting in front of a terminal."

Harvard professors increasingly engage their students electronically by using clickers, virtual office hours, videos and transcripts of their lectures online, and comprehensive course websites.

In the Faculty of Arts and Sciences (FAS), Katie Vale, director of the Academic Technology Group, and her team help instructors to enhance their curricula through technology. Together, they have created a virtual model of Harvard Yard in the 17th century and a three-dimensional visualization of a virus and its reaction to certain drugs.

"What we want to be able to do is make sure the teaching is driving the technology," said Vale. "We want to be able to solve educational problems through the use of technology and encourage faculty to try new and different pedagogical methods, such as using clickers for active learning."

In the HBS course "Dynamic Markets," students emulate the New York Stock Exchange through their computers. Joshua Coval, Robert G. Kirby Professor of Business Administration, and Erik Stafford, John A. Paulson Professor of Business Administration, developed a software program that simulates the financial markets. The program allows students to trade with each other, compete for opportunities, and learn the principles of finance.

"It's a very powerful learning vehicle," said Coval. "When it clicks, it gets imprinted in their psyche. The hope is that it will remain with them for many, many years."

Martin Bechthold is a professor of architectural technology and director of the GSD's Fabrication Lab, which is home to such digital devices as a computer nu-

merically controlled, six-axis, robotic manipulator. Attached to a high-pressure water jet, the electronic arm blasts a mixture of water and garnet dust at, for example, a piece of marble to slowly carve it.

"Robotic fabrication of architectural components is, I think, one of the most exciting activities here with regard to the innovative use of technology," Bechthold said.

Elsewhere, Harvard's Initiative for Innovative Computing, an interfaculty effort, has developed ongoing projects that include the Scientists' Discovery Room Lab. Part of the School of Engineering and Applied Sciences (SEAS), under the direction of Chia Shen, the lab focuses on human-computer interaction. One promising project involves tabletop touch-screen technology that aids occupational therapy for children with cerebral palsy.

Efthimios Kaxiras, the John Hasbrouck Van Vleck Professor of Pure and Applied Physics at SEAS, and a team of collaborators have developed computer-generated simulations to model blood flow in the human cardiovascular system, work that may help to understand diseases.

In another example, involving a group of physicists half a world away at the University of Queensland in Brisbane, Australia, Alán Aspuru-Guzik, assistant professor in Harvard's Department of Chemistry and Chemical Biology, has used a quantum computer to determine the energy of a hydrogen molecule.

The Berkman Center for Internet & Society, which created an early prototype podcast, is at the center of much of the University's web research, exploring, analyzing, and enhancing cyberspace. And the Harvard Graduate School of Education's (HGSE) Technology, Innovation, and Education program "prepares students to contribute to the thoughtful design, implementation, and assessment of media and technology initiatives."

Harvard's Center for Geographic Analysis buttresses

University research projects with geographical information systems that use a combination of cartography, statistical analysis, and database technology. "When we try to bring time and space together, we start to be able to look at change taking place over time in many places at once, and that's only possible with computation," said Peter Bol, the center's director and the Charles H. Carswell Professor of East Asian Languages and Civilizations.

SPREAD OF DISTANCE LEARNING

Thanks to technology, this year students at the 101-year-old Harvard Extension School can access 150 courses through its distance-learning program. Of those, 37 are Harvard College courses, and three are HGSE courses, all taught by Harvard faculty.

Students watch streaming videos of lectures and remotely interact with classmates and professors through real-time, virtual "chat" discussion boards, as well as through web-conferencing software and video conferencing. In smaller classes, students can dial an 800 number to take part in class discussions.

"By opening up its teaching expertise to a global audience, we are demonstrating how Harvard can contribute to the public good," said Henry Leitner, associate dean for information technology and chief technology officer at the Harvard Division of Continuing Education. "It enables busy Harvard faculty, whose scarcest resource is time, to make their first-rate teaching accessible to a wider audience."

Stanley Hoffmann, the Paul and Catherine Bottenwieser University Professor, several years ago agreed to open a class that he co-taught on U.S.-European relations on the condition that it be available to students in the Extension School and at the Institut d'Études Politiques de Paris, a prestigious French university.

"It was very instructive and enlightening for Harvard College undergraduates to learn firsthand the opinions of peer students in another part of the world.

Instead of engaging with an on-campus classmate from,



Gabe Russell (left) monitors and coordinates the video presentations at the Harvard Extension School's CS 175 class. Edith Young (above), a camera operator in Imaging Services at Widener Library, scans in a rare Chinese book.

say, Paris, Texas, they could discuss ideas with someone from Paris, France," said Leitner. "It worked magnificently."

HUNTING FOR NEW ONLINE TOOLS

John Palfrey, the Henry N. Ess III Professor of Law and vice dean for Library and Information Resources at Harvard Law School (HLS), has spearheaded an initiative to create a "library of the future" that uses technology to help the stacks "come alive in a virtual environment."

HLS lab initiatives include Library Hose, a Twitter feed of what's being acquired by Harvard's libraries; Shelflife, a web application that researchers can use to access and comment on work, using common social network features; and StackView, a visual rendering of the library shelves.

Palfrey also is faculty co-director of the Berkman Center, which in 2003 created a free blogging platform for the University that now hosts more than 700 blogs. The blogs are critical, said Palfrey, because they offer scholars an important way to exchange information, allowing researchers to engage, solicit feedback, refine arguments, and "improve the quality of their work."

Blogs can also reveal important social and cultural undercurrents, as in the center's ongoing project evaluating the blogosphere in restrictive societies such as Iran and Russia. With these projects, "We can gauge what the reaction is to the state — what the state is blocking, who is starting these important conversations, and who is setting the agenda," said Palfrey.

SHARING THE UNIVERSITY'S COLLECTIONS

Using digital tools, the University is widening access to the massive collections in its museums, libraries, and archives, providing connections to ancient documents and prized holdings for anyone with access to a computer.

At the Harvard College Library, which consists of 11 allied libraries, items that have priority for digitizing include those that are at risk of deteriorating, that are

unique, that are used often, or that are likely to fit well into existing class curricula.

A five-year collaboration with the National Library of China is digitizing the Harvard-Yenching Library's vast collection of rare Chinese books. Another of its many projects involves digitizing more than 5,000 scarce 19th century Latin American pamphlets containing political and social commentary.

"It's a benefit to Harvard, but much more broadly to the world at large," said Rebecca Graham, associate librarian of Harvard College for preservation, digitization, and administrative services. "It promotes scholarship not only for the researcher and scholar, but also for those who are simply curious about a particular topic."

Through the Open Collections Program, Harvard's libraries, archives, and museums have created six online collections that support teaching and learning anywhere. The collections bring more than 2.3 million digitized pages — including more than 225,000 manuscripts — to the web.

In addition, virtual visitors to the Harvard Art Museums can browse through images from its vast collections by tapping into its extensive online archives.

Harvard also has a key role in creating the Encyclopedia of Life, a one-stop information shop spotlighting the 1.8 million known living creatures on Earth, in collaboration with five partner institutions. The project is creating web pages with multimedia information, when available.

A collaboration between the Museum of Comparative Zoology and College of the Holy Cross biologist Leon Claessens is creating an online database, Aves 3D, that shows the museum's 12,000 bird skeletons, including 3-D digital models of each species.

In addition, the Harvard University Archive is processing and digitizing 17th and 18th century holdings about Harvard in a program that carries special relevance. The documents, including papers and manuscripts

from the School's earliest presidents, shed light on the origins of the institution, and also on the country as it was struggling to come into its own.

"In this collection," said University Archivist Megan Sniffin-Marinoff, "you see these parallels between the activities and the intellectual life and the public discourse here and in the emerging country at large, and the role that Harvard played in that evolution."

The ambitious Digital Access to Scholarship at Harvard project, under the direction of Stuart Shieber, provides an open-access repository for the work of University academics.

"We want to take things into our own hands and make sure people can read the things that we write," said Shieber, the James O. Welch Jr. and Virginia B. Welch Professor of Computer Science, who heads the Office for Scholarly Communication, which spearheads campuswide initiatives to open, share, and preserve scholarship.

The program, created two years ago following FAS passage of an open-access policy, has put more than 4,000 articles online. Active for just over a year, the site has recorded hundreds of thousands of downloads.

KEEPING THE INFORMATION HIGHWAY OPEN

What keeps Harvard's digital engines running is a massive underlying structure that many users simply take for granted.

"There's a critically important infrastructure that goes along with digital Harvard that people do not see," said Anne Margulies, Harvard's new chief information officer.

Harvard's web system is one of the largest and most sophisticated private networks in the country. The fiber-optic backbone of the University links close to 500 of Harvard's buildings on campus as well as the affiliated hospitals and other medical facilities. There are thou-

(see Digital next page)

Digital

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sands of servers, tens of thousands of desktop computers, and uncounted mobile devices in the digital grid.

Tasked with maintaining what is underneath the computer platform, Margulies is also helping to develop Harvard's digital future. One aspect has already risen to the top: video.

"Currently, 40 percent of traffic on our network is video. Some predict it will be 80 in a few short years," said Margulies, who hopes to expand the network's bandwidth to keep pace with the rising demand for video conferencing in classrooms and streaming of courses online. "We are seeing this explosion in the demand for video, and we need to make sure that our infrastructure is able to keep up with that and support it."

Margulies relies on support from the Harvard Academic Computing Committee, a faculty and senior administration committee that explores academic information technology issues, principles, and policies for the University.

One technology effort under way is the collaborative group known as iCommons. The Provost's Office created the initiative in 2001 after a number of deans expressed a desire for more cooperation in online learning among the Schools. Paul Bergen, director of Harvard's iCommons, said the group offers a suite of online resources for teaching and learning. It includes iSites, an easy-to-use web publishing and collaboration system used by about 90 percent of courses at the University.

THE HUMANITIES EMBRACE DIGITAL

Digital scholarship in the humanities is a young but robust and expanding field. Authorities say that, while past research in the humanities was largely focused on qualitative methods of inquiry, digital media and web-based technologies are being brought into the mix more often.

"There is an increasing importance of visualization in humanities scholarship, and of geospatial components like mapping and other means of organizing knowledge, rather than in narrative form," said Jeffrey Schnapp, visiting professor of Romance languages and literatures, visiting professor of architecture, and a fellow at the Berkman Center. At Harvard, Schnapp is collaborating with the libraries and museums to explore ways to animate their archives.

For the past three years, the Digital Humanities program has worked to raise awareness of the Harvard groups that offer digital services and support. As part of that effort, the program organizes a yearly fair in collaboration with Harvard's social science division.

At the event, Elahieh Kheirandish, a fellow at the Center for Middle Eastern Studies, presented a Micromapping Early Science project that offered a nuanced look at the development of science in Islamic lands through interactive maps that chart the transmission of scientific works and concepts.

"I am interested in the ways technology can drive the research," said Kheirandish, a science historian. "Ideally, my hope is that this work generates research questions we would not have thought of without this technology."



Harvard President Drew Faust and Robert Reischauer, the Corporation's senior fellow, discuss the changes within the Corporation, including its first expansion since its creation 360 years ago.

Q&A on Harvard's changing Corporation

President Faust and Robert Reischauer, the senior fellow, explain the outcomes of the governance review.

At a time when many parts of Harvard University have been examining how they can function most effectively, the Harvard Corporation didn't exempt itself. Having undertaken a close look at its own role and work, the Corporation is embracing a number of significant changes, including its first expansion since its creation 360 years ago. Its size will nearly double, from seven to 13; members other than the president will serve for limited periods; several new committees will be formed in key areas; and the Corporation and its members will pursue ways to engage more closely with the Harvard community. President Drew Faust and Robert Reischauer, the Corporation's senior fellow, tell the Gazette that the changes are designed to expand the capacity of the President and Fellows of Harvard College, the oldest corporation in the Western Hemisphere, as it guides the University forward.

Gazette: A fundamental question that faced the governance review committee was whether a structure devised for a fledgling college centuries ago is optimally suited to meet the needs of the University today. From the report, I take it you found some significant opportunities for change.

Faust: I think it's important to understand how the review began. The question was: What does a board like this one need to do in the 21st century, given the scale and scope of the University? We started with purpose, and we derived structure from purpose. The conversations were extremely productive. They helped us understand that we wanted to have more capacity, that we wanted to be more strategic, that we wanted more depth in certain areas, that we wanted to have more connection with people in different parts of the University community. And we wanted to be able to move in those di-

rections in a manner that seems consonant with our responsibilities to an institution very different from the one being governed in 1650, when the Corporation was chartered, but that also sustains some of the advantages of our distinctive system of governance.

Gazette: The report emphasizes that the Corporation is a governing board and not a management committee. What should people take away from that distinction?

Reischauer: The Corporation should be focusing on long-term strategy, on big issues and priorities, not the kind of day-to-day management that's more appropriately done by the president and the administration. We should be thinking about the elements of the University that persist through time, the financial strength of the University, the major opportunities and risks, the policies that can best maintain Harvard's academic excellence over the long run.

Gazette: One of the key decisions you've made is to increase the size of the Corporation from seven to 13 members over the next two to three years while continuing to strengthen its working relationship with the Board of Overseers. Why two boards?

Faust: The two-board structure has served the University well over time. There's a sense of checks and balances. There's a sense of complementary roles, with the Corporation taking the lead on traditional fiduciary matters and with the Overseers quite engaged in the visitation process, for instance, but also in taking up large topics of cross-cutting importance. The Corporation exercises most of the formal authority typical of a board, but the Overseers play an essential role in consenting to certain important actions and giving candid, rounded advice on many others. The size and range and combined experience of the Board of Overseers, the extent

of their connections to people inside the institution, to the alumni community, to government and business and philanthropy and other universities and nonprofits — it all brings an essential dimension to Harvard governance more generally.

Reischauer: I was an Overseer for six years before I joined the Corporation. From my experience, the two-board structure provides real strength and depth. In some sense, the Overseers both help all of us see the bigger picture and think through strategic directions, and they also help us all see things at a more local, granular level, through the visitation process. And as the Corporation has progressed with the governance review, the Overseers have been reviewing some aspects of their visitation function. There's always a question of how we can best reinforce one another's strengths and coordinate our work. I think we've been on an especially good path the last several years, thanks to colleagues on both boards.

Gazette: Mr. Reischauer, when we spoke about this topic over the summer, you mentioned that the Corporation was unique among the boards that you serve on — that the small size of the group made for discussion that was more open and frank and intimate. Now the Corporation will be significantly bigger, and will do some of its work through committees. Are you concerned that some of the frankness might be lost in this transformation?

Reischauer: We've been mindful throughout our discussions of the advantages of a small board that meets relatively often. We've decided that the Corporation should be larger than it is now, and that will give us real added capacity. But it will still be quite compact compared to other university boards, many of which wind up forming executive committees roughly the same size that the enlarged Corporation will be. Expanding to 13 can help us combine the advantages of being relatively compact with the virtues of more breadth and depth. And while we'll be continuing on the new committees to do very important work, the key issues that emerge at the committee level will come back to the Corporation as a whole. The difference is, they'll come to us having been subject to the more robust, in-depth discussion that committees make possible, especially in key areas like finance and capital planning.

Gazette: You said earlier that you were hoping to create a structure that would increase the Corporation's ability to stay focused on the big picture and not get too preoccupied with immediate demands. How do these changes help?

Faust: It's interesting that, over the year of discussion that has led up to the changes we're announcing, we've already become much more self-conscious about focusing our activities and our agendas on more strategic issues, even before a structural change. We're already more conscious of what most merits the Corporation's time. We're less inclined to focus on discrete projects or yesterday's headlines, and more focused on the bigger questions. The group will stand back a bit more from the day-to-day. And we'll be adjusting our meeting schedules somewhat with that in mind — creating a little more space between meetings, but having the fellows here somewhat longer when the Corporation is in town.

Reischauer: I think Drew is absolutely right, that a lot of this change has taken place already and arises from our introspection and discussion about whether we're spending our time in ways that are most useful to the president and the University. Once we started talking explicitly about the need to be more strategic, about really focusing on priorities and core fiduciary responsibilities, our agendas began to shift, our discussions began to shift, and we've already noticed the difference.

Faust: Another significant part of the shift relates back to the work that will get done in committee meetings instead of by the Corporation as a whole. Some of the more granular discussions about finance or about capital planning will take place within groups that have particular expertise in those areas and that have time to explore them in more depth. That can have a big effect on how we use the time of the whole Corporation.

Gazette: Let's stay at the granular level for a minute. These changes will introduce limits on how long Corporation members serve: six years, with the prospect of extending for another six. What's the rationale there?

Reischauer: Looking around at virtually all other governing boards, we realized that our situation of having indefinite terms is quite unusual and that it would be a healthy change to define them. We think it will allow for continuity but at the same time provide for a steady flow of new expertise and talent to help Harvard with its decision-making.

Faust: I think the idea of continually bringing in fresh perspectives and also opening opportunities to a wider range of prospective members is important as well. We have terrific people around us in the wider Harvard community, and no shortage of talent, and this is a chance for the Corporation to take fuller advantage of it.

Harvard is a complicated place, so we don't want periods of service that are too short. We want people to have a chance to develop a familiarity with the institution and some kinds of deep institutional knowledge and be able to serve long enough to use that knowledge and not just to have constant turnover.

Gazette: The report also confirms that the senior fellow is to be chosen by the Corporation, not just determined by length of service.

Faust: We're giving the senior fellow more defined responsibilities for agenda development and leadership in a governance committee and other kinds of roles that weren't made so explicit before. There may well be individuals who'd be happy to serve on the Corporation but not feel that they wanted to take on that additional leadership role, which can be quite demanding. So, we wanted to be clear that being the senior fellow shouldn't simply be a product of how long you've served. This just seemed to make sense to all of us. People have many commitments in their lives, and they might be eager to serve but not eager to take this on.

Reischauer: Also, it connects with the issue of creating defined terms of service. If being senior fellow were just a product of who's served the longest, under the new system the role would probably turn over au-

tomatically every two years or so, and that might not be optimal.

Gazette: The report also says that the Corporation is committed to communicating more fully with the Harvard community. Was there a sense, at the end of this review, that the Corporation could do a better job of keeping the community abreast of its activities?

Faust: One of the things we heard often during the review was a desire to hear more about the Corporation and its work. So we're committed to communicating more regularly. We'll try out some different modes of doing so. Conversations like this one are an example. We're not sure just what will be most effective and will reach people in a way that explains our work the best, so we'll be sometimes communicating through me, sometimes through the senior fellow, sometimes, perhaps, through several members, or through the whole group. We'll try some different things and figure out what seems to work well, but the notion that it will be more frequent is at the heart of the review.

Reischauer: And there's a commitment on the part of the fellows, going forward, to interact, both formally and informally, with a wider range of people and groups around the University — faculty, administrators, students, alumni. We learn a lot from what we hear, not just inside but outside our meetings. And I expect we'll try different ways to do that.

Gazette: I was interested by the emphasis toward the end of the report on the Corporation's intention to encourage different parts of the University to collaborate more and draw greater strength from one another. Why at this point in time is that a priority for the Corporation?

Reischauer: This is part of Drew's vision of a more cohesive, integrated University. It's something the Corporation fully endorses, and we see it as an important focus of how the governing boards think about their work. There's a feeling that Harvard has an extraordinary array of excellent, distinctive parts. But we haven't always managed to be greater than the sum of our parts to the extent we ideally could be. There's real opportunity here, in a world where disciplinary boundaries are crumbling, where real problems in the world don't come packaged in boxes labeled according to the names of our departments or Schools, where the people pushing forward the frontiers of knowledge are often working across School and disciplinary boundaries. We want to encourage that.

Faust: To me, the Corporation is quintessentially an institution that represents and has responsibility for Harvard as a whole. So I see its fundamental job as thinking about the whole, and about the parts in relation to the whole, and trying to be a force that makes Harvard not just an agglomeration of Schools, but a University that thinks about itself as an integrated organization. So it seems to me almost inherent in the idea of the Corporation that its long-term view is also a unifying view.

Online ►► To download the report:
http://president.harvard.edu/reports/101206_governance.pdf



Bob Kinder: "When you meet veterans or, as Harvard President Drew Faust fondly calls us, 'soldier-scholars,' on campus, put your preconceptions aside. Look for similarities instead of differences."

ions, but we left our families, many of us multiple times, to fly halfway around the world to try to make a difference and support fledgling democracies. Many of us have buried friends or lost young men and women that were under our command. Most of us came home seemingly whole, but we all were forever changed. Some of the scars of old wounds are visible, but others go deeper.

Sitting at an outdoor café recently with a woman I'd just met, my back was to the road (mistake No. 1). I was relaxed and enjoying a mouth-watering steak when suddenly I heard an explosion directly behind me. My body, having survived five previous IED [improvised explosive device] attacks, involuntarily jerked toward the ground. Within a fraction of a second, I realized that I was in Cambridge and not Kabul. The explosion? It was only a car that had hit a noisy metal plate in the road. As I sheepishly looked at the concerned face of my new friend, she graciously offered to switch seats with me, so "you can see the cars as they approach." She understood.

Harvard purposefully creates an environment that allows us to open our minds and dissolve existing barriers. The faculty has accomplished the extraordinary task of removing discriminations including gender, ethnicity, religion, and sexual orientation, which continue to divide other parts of our society. Slowly, the invisible divide between those who have served in the armed forces and those who have not is also disappearing. It is up to us, the student body, to bridge this final gap.

When you meet veterans or, as Harvard President Drew Faust fondly calls us, "soldier-scholars," on campus, put your preconceptions aside. Look for similarities instead of differences. Connect with us. Ask about our backgrounds. Listen. Leverage our experience and probe deeply to understand. Embrace us as part of your community. Unless you take the time to get to know us, you'll miss what a national treasure we are. We are just like you.

Bob Kinder, a retired Army officer, recently spent a year in Afghanistan creating and leading a counterinsurgency advisory team for the former U.S. Army commander, Gen. Stanley McChrystal.

If you're an undergraduate or graduate student and have an essay to share about life at Harvard, please email your ideas to Jim Concannon, the Gazette's news editor, at Jim_Concannon@harvard.edu.

Back from Afghanistan

A veteran, now a midcareer student at the Harvard Kennedy School, reflects on the values that his military peers bring to campus. Still, when a sharp noise splits the air, he ducks.

By Bob Kinder

Three weeks after returning to the United States from my latest tour of duty in Afghanistan, I arrived in Cambridge to begin the midcareer master in public administration program at the Harvard Kennedy School. As the program began, I was introduced to my extraordinary classmates, representing more than 50 nations, who in many cases have traveled the globe tackling significant issues as diverse as environmental sustenance, health care, and international development.

For all of their fantastic experiences, however, very few have experienced interacting with soldiers. Some classmates are from countries where the armed forces lack credibility, and some perhaps have been influenced by negative press reporting. As a veteran, I feel a sense of responsibility, not only to make the most of the tremendous educational opportunity that I've been given, but also to be an international ambassador for those serving in uniform.

"What is it like?" is what I'm most often asked. Yet I'm never quite sure exactly what I'm being asked or

STUDENT VOICE

how to respond. In conversations at school, there's often an uncomfortable silence when I reveal that I've just returned from "the war." Many Kennedy School classmates and Cambridge residents have never even met a soldier, much less one involved in the war. The truth is, though, we are just like you.

I, along with more than 80 other former or currently serving veterans at the Kennedy School, share pasts similar to yours. We attended college. We played soccer and explored the outdoors. We have mothers who insist on making our favorite food, and fathers who enjoy giving us their advice. We love our wives and play Frisbee with our children. We have dreams and aspirations. As veterans, we represent the full diversity of not only the American people but also the international community. We are Democrats and Republicans, Muslims and Christians, Hispanics and African Americans. We went to Kosovo, Iraq, Afghanistan, and other countries to serve our nation when she called. We are you.

Soldiers are not politicians. We did not choose this war; it was given to us. We weren't asked our opin-

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Colombian political leader recounts her ordeal as a rebel captive.
<http://hvd.gs/68711>



At community lecture series, Harvard's provost maps the pathways to addiction.
<http://hvd.gs/68524>

STAFF PROFILE

Administrator by day, singer by night

Karen Woodward Massey, director of education and outreach at FAS Research Administration Services, has always needed a creative outlet from her “right-brain” work. From ingénue roles to a staff cover band, the Grateful Deadlines, one thing remains the same: She has a ton of fun along the way.

By Katie Koch | Harvard Staff Writer

By day, Karen Woodward Massey bounces through the halls of the Faculty of Arts and Sciences’ Research Administration Services, tackling projects with an energy and presence that belie her petite frame.

But on Dec. 2, Massey’s co-workers saw a decidedly different side of the woman whose indefatigable networking skills have earned her the nickname “Julie the Cruise Director,” after the “Love Boat” character Julie McCoy. As Massey skulked around a stage at the Queen’s Head pub, snarling the lyrics to Jefferson Airplane’s “White Rabbit,” the research administrators’ holiday party took a turn toward the psychedelic.

“I like the darker songs,” Massey said with a laugh. “My inner addict comes out, and I get to do a little acting.”

For years, acting was Massey’s primary creative endeavor, but her current position as director of education and outreach does not leave her time to hustle for roles. Luckily, she’s found another outlet: singing and playing alto saxophone in the Grateful Deadlines, a longstanding, ever-evolving rock cover band whose lineup includes five of her Harvard co-workers, a research administrator from Northeastern University, and a drummer from South Boston.

Lugging the band’s equipment to Watertown on weekend mornings and practicing for hours might seem tiring after a long workweek, Massey said, but “I always end up with more energy than when we started.”

Their recent performance helped to bring the University’s other research administrators — a group not known for their hard-partying ways — out of their shells, too.

Helen Page, director of research administration at the Harvard Graduate School of Education, kicked off her shoes and shimmied to the band’s renditions of the Beatles’ “I Saw Her Standing There” and Wilson Pickett’s “Mustang Sally.”

“I’m a big fan of the Grateful Deadlines,” Page said. “Karen really brings it together with the female vocals.”

For all her apparent ease on the stage, Massey also gravitates toward her numbers-driven work. As a research administrator, she and her colleagues help make research possible at Harvard by helping professors apply for grants, track funding, and ensure that their studies comply with regulations.

“It’s fun, because there’s always something new to

learn,” Massey said of the complicated world of University research. “In a perfect world, we support our faculty so they don’t have to deal with the bureaucracy and can concentrate on the research.”

Massey ended up at Harvard by chance, landing a job at the Harvard College Observatory through a temp agency after she graduated from Wellesley College in 1990. What started out as a day job to support her acting career became a career in its own right, as research administration evolved into an in-demand profession. In the years since, she has had a variety of jobs both at Harvard and in the acting world.

For several years, Massey worked part time at Harvard while serving as financial director of Out of the Blue, a theater company that she co-founded in 1992. In 2000, spurred by a successful commercial, she quit her day job and began acting full time. (Ironically, the nationwide television ad was for a dot-com-era website called Jobs.com.) She acted locally in theater, voiceover, television, and film, and traveled nationally with the Underground Railway Theater for children.

In 2002, she returned to Harvard and has since worked in grants manager roles at the Harvard School of Engineering and Applied Sciences and at the observatory. In 2006, she realized she wanted to teach, and has slowly carved out her current role overseeing education, outreach, and career development projects at Research Administration Services.



Karen Woodward Massey (above) performs at the Queen’s Head pub with the Grateful Deadlines (below). “That’s the coolest thing about working at Harvard,” she said. “There are so many people who surprise you.”

“When I came to Harvard, I didn’t know anything about research administration, but I was able to progress so far,” she said. “I realized I want to help other people do the same thing, and a big part of that is giving them the information, systems, and education to be able to do what they need to do.”

Between her current job — which involves leading workshops around the University — and her gigs with the Grateful Deadlines, Massey still frequently finds herself in front of an audience.

“Having that creative side really helps,” she said. “I’m not as good when I just concentrate on the practical stuff. I need to have a mixture of both.”

She’s hardly the only Harvard employee with an unexpected avocation.

“That’s the coolest thing about working at Harvard,” she said. “There are so many people who surprise you. Once you scratch the surface you find such a treasure underneath. It really makes it fun to get to know people.”

Online ► Multimedia: <http://hvd.gs/68759>



Photos by Justin Ide | Harvard Staff Photographer

Don't just stand there

It's easy enough to say you value diversity, but honoring that goal can be tricky in context. A workshop on bystander awareness offered strategies on what to do when diversity is challenged in the workplace.

By Katie Koch | Harvard Staff Writer

Like most city dwellers, Robin Parker is used to uncomfortable public moments. "Riding back and forth on the T, I see a lot of things," she said.

But one recent evening, her attention was drawn to a group of teenage boys in prep-school khakis and their loud, crude insults about women and African Americans. Unsure whether to speak up, she finally targeted the most vulnerable-looking boy. "You're too handsome to be talking like this on the train," she told him.

"They dropped their heads, stopped the conversation, and apologized," said Parker, manager of Harvard's Events and Information Center. Before she got off the train, a white man approached and thanked her, a black woman, for saying what he couldn't.

As Parker relayed her story in the Barker Center, a hush fell over the crowd. It was the end of a Dec. 7 workshop on bystander awareness, and many participants had confessed how helpless they often feel in such situations.

"It's about being able to bring the unspoken into a moment comfortably," Parker said. But not everyone manages to be so gracious — or effective — when countering behaviors or remarks that touch on race, ethnicity, gender, or sexuality in the workplace. Everyone has a story of, say, a female team member being ignored at a big presentation, a co-worker unknowingly using a racially charged figure of speech, or a minority colleague being mistaken for waitstaff at a networking reception.

But in the moment, employees often clam up out of embarrassment, confusion, self-doubt, or other reasons. In the process, they miss opportunities to show solidarity and reinforce diversity as one of Harvard's key values, said workshop co-leader Maureen Scully, assistant professor of management at the University of Massachusetts, Boston.

That hesitancy can be overcome with the proper awareness and practice, said her fellow presenter Stacy Blake-Beard, associate professor of management at Simmons College.

"It's like CPR training," Blake-Beard said. "By practicing it, it becomes instinct."

The session was part of the Diversity Dialogue series hosted by the Faculty of Arts and Sciences' Human

Isaac Chery (left), manager of Endowment and Gift Funds, and FAS recruiter Kim Ohman listen to various scenarios during the "Bystander Awareness Workshop," part of the Diversity Dialogue series.



Resources Diversity Initiative. The workshop drew participants from Schools and departments ranging from the Harvard University Police Department to Hospitality and Dining Services.

As small groups acted out bystander responses to various scenarios, Blake-Beard and Scully emphasized how critical bystander support has become in increasingly diverse universities and businesses.

"Now more than ever, as we are collaborating and competing with people who are so different from us ... we need to know how to leverage differences," Blake-Beard said.

Some simple bystander strategies they suggested include:

■ **Reset the situation.** Draw attention to a slight or inappropriate remark by using humor, calling for an end to the conversation, or merely saying, "Ouch."

■ **Include someone who is being ignored.** Introduce the person by name, and use welcoming body language and conversational segues to bring the person into the dialogue.

■ **Facilitate conversation, but don't dictate.** If your colleagues are at an impasse over a touchy issue, ask clarifying questions, paraphrase them respectfully, and ask for help from a third party if necessary. Don't gang up.

While the workshop's core examples addressed gender and race, attendee Joseph Powers, director of group therapy at Harvard-affiliated McLean Hospital, said bystander mediation skills have much broader applications.

"I listen to patients all the time who are concerned about bias and prejudice toward people with psychiatric illnesses," Powers said. "I wanted to learn some strategies to counter the bystander effect, skills that I could teach them. I think I got some good ideas."

STAFF NEWS

HARVARD COMMUNITY GIFTS

Harvard's annual Community Gifts campaign supports charities and service organizations that help those in need. You can make a donation to a cause that inspires you using the easy, online pledge form at http://community.harvard.edu/community_gifts/givingform.

HOT JOBS

ASSOCIATE WEB DEVELOPER, REQ. 22607BR, GR. 052

Harvard Magazine, FT

EDUCATIONAL TECHNOLOGY SPECIALIST, REQ. 22151BR, GR. 057

Harvard Human Resources, FT

SENIOR FINANCIAL MANAGER, REQ.22451BR, GR. 058

Interfaculty Initiatives, FT

ORACLE APPLICATIONS DEVELOPER, REQ.22323BR, GR.057

Office of the University CIO (UCIO), FT

SPECIAL LISTING:

Part-Time Lecturers on History and Literature.

Information and applications at: fas.harvard.edu/~histlit/HL-program.html. Deadline Jan. 14, 2011. Harvard is an affirmative action/equal opportunity employer. Applications from women and minority candidates are strongly encouraged.

Online ► See complete opportunity listings at www.employment.harvard.edu or contact Employment Services at 617.495.2772.

HOW TO APPLY

To apply for an advertised position or for more information on these and other listings, please connect to our new system, ASPIRE, at www.employment.harvard.edu/. Through ASPIRE, you may complete a candidate profile and continue your career search with Harvard University. Harvard is strongly committed to its policy of equal opportunity and affirmative action.

JOB SEARCH INFO SESSIONS

Harvard University offers information sessions that are designed to enhance a job-seeker's search success. These sessions may cover topics ranging from preparing effective resumes and cover letters to targeting the right opportunities to successful interviewing techniques. Sessions are held monthly from 5:30 to 7 p.m. at the Harvard Events and Information Center in Holyoke Center, 1350 Massachusetts Ave., in Cambridge. More specific information is available online at employment.harvard.edu/careers/findingajob/.



Children at the West End House show what your generosity can provide for them.

Aid groups that make a difference

Harvard Community Gifts Giving Fair brought to campus many local organizations whose missions are helping those in need.

By Sarah Sweeney | Harvard Staff Writer

Staff members at Hildebrand Family Self-Help Center have noticed an influx of homeless families this year. With the economy still skittish and the weather only getting worse, center officials anticipate seeing many more families in need.

“For 25 years, we’ve been working for homeless families right here in Central Square,” said Stephen Fulton, the assistant director of programs at Hildebrand, which focuses on breaking the cycle of homelessness by helping families to attain and retain their independence, dignity, and self-sufficiency. “With the housing market and the economy the way it is, we can’t get these families into affordable housing fast enough,” he said.

It’s a common scenario around the country: people in need and resources inadequate. At the Dec. 10 Harvard Community Gifts Giving Fair, which showcased local charitable organizations, the story was the same: Every little bit counts.

Charitable giving may have been down in 2009, but the committed service of these organizations is growing.

At Cambridge Community Center, an after-school program for children 5 to 13, assistant program director Darrin Korte said the center has recently started more classes for students, including musical theater and cooking. They’ve also recently begun providing serv-



ices to homeless children and those from the Department of Children and Families.

“Out-of-school time is a tricky thing,” Korte said. “We’re a nonprofit, we feed our children, and we provide transportation. But we don’t have enough staff to provide enough after-school help, so we’re always working on that.”

“We’re looking for volunteer help and anything to sustain these programs,” he said. “We want to continue to provide quality, and we know that takes resources.”

Lidia Emmons echoed that sentiment. As the work force director of Sociedad Latina, she has seen the impact of her organization’s offerings.

Located in Mission Hill and serving more than 1,000 families a year, the organization helps Latino youth and families to end destructive cycles of poverty, health disparities, and lack of opportunity. The program Emmons heads offers Latino youth intensive skills training, career exploration, internships at one of eight hospitals in the Longwood Medical Area, and more.

“One hundred percent of our seniors have been accepted to college,” she said. “And one

Online ►► Donate online: http://community.harvard.edu/community_gifts

student was awarded a Bill & Melinda Gates Foundation scholarship.”

“We engage not just young people, but parents, too,” she said. “For a lot of the families we serve, we become a link to success.”

Harvard Community Gifts “100 Reasons To Give” is still open for faculty and staff. You can donate online at http://community.harvard.edu/community_gifts, and check out what a \$100 donation means to the organizations below.

WEST END HOUSE

The West End House Boys & Girls Club is an independent Boston organization that has been transforming the lives of immigrant and urban youth since its founding in 1906. Its mission is to inspire and enable youth, especially those from disadvantaged backgrounds, to realize their potential as productive, responsible, and caring citizens.

A century ago, many club members were the sons of immigrants escaping the pogroms of Eastern Europe. Today, they are the sons and daughters of immigrants from the Dominican Republic, China, Vietnam, Haiti, Cape Verde, and three dozen other countries, often fleeing political unrest and poverty to seek a better life for their children in the United States. The West End House offers its 1,500 members an integrated array of programs across four broad areas: leadership and life skills; academic support and college preparation; sports, fitness, and nutrition; and visual and performing arts. In support of these programs, the organization also serves more than 1,200 healthful hot meals to members weekly. Generous community support makes it all possible. For more information, visit <http://westendhouse.org>.

At West End House, for a \$100 donation:

- A child struggling to read can participate in an intensive, one-on-one literacy program for two months
- Or five children receive a week of meals filled with whole grains, fresh fruit, and seasonal vegetables
- A teen is able to work a meaningful job at the house for a full week
- A child learns to swim with a month’s worth of swim lessons
- A high school senior receives a month of expert financial aid counseling
- Children explore the arts with a month of music, visual arts, and dance classes

WOMEN’S LUNCH PLACE

For 28 years, Boston’s poor or homeless women have found refuge at the Women’s Lunch Place, one of the few locations where women can find safety, comfort, and sustenance during the day. The organization provides nutritious breakfasts and lunches as well as social, educational, wellness, and advocacy services to more than 150 women a day, Monday through Saturday. Guests are treated with dignity, and the staff and volunteers foster a community committed to meeting each woman’s needs. The organization does not receive government funding, relying instead on the generosity of individuals, corporations, and foundations. For more information, visit <http://www.womenslunchplace.org>.

At the Women’s Lunch Place, \$100 could provide:

- Group breakfast for one day
- Or 625 pounds of food from the Greater Boston Food Bank
- Holiday gifts for four guests

More Campus & Community Online
news.harvard.edu/gazette/section/campus-n-community



Author visits Harvard to talk with educators, parents about ways to help children excel. <http://hvd.gs/68486>

Newsmakers



The Annual Tazuko Ajiro Monane Prize was presented to Peter Bernard '11 (left) on Dec. 10. Senior preceptor in Japanese Satomi Matsumura (center) and Yasunori Fujisaki, preceptor in Japanese, join Bernard following the ceremony. The prize is awarded each year to an outstanding student of Japanese who has completed at least two years of Japanese language study at Harvard. The monetary award is sponsored by the Tazuko Ajiro Monane Memorial Fund, and is hosted by the Japanese Language Program in the Department of East Asian Languages and Civilizations.



Michael P. Burke has been appointed the new registrar for the Faculty of Arts and Sciences.

CORPORATION COMMITTEE ON SHAREHOLDER RESPONSIBILITY RELEASES ANNUAL REPORT

Harvard's 2010 annual report of the Corporation Committee on Shareholder Responsibility (CCSR), a subcommittee of the President and Fellows, is now available upon request from the Office for the Committees on Shareholder Responsibility. To obtain a copy, email cheryl_thurman@harvard.edu or call the office at 617.495.0985.

The report provides a detailed description of the CCSR's actions on shareholder proposals raising issues of social responsibility that came to vote during the 2010 spring proxy voting season (the period between March and June when most publicly traded corporations hold annual meetings). The CCSR receives advice from the Advisory Committee on Shareholder Responsibility, a 12-member committee made up of Harvard faculty, students, and alumni.

MICHAEL P. BURKE APPOINTED FAS REGISTRAR

Michael P. Burke has been appointed the new registrar for the Faculty of Arts and Sciences (FAS), effective Jan. 31.

Burke is currently director of admissions and registrar at the Harvard Kennedy School (HKS). Among his many accomplishments at HKS are implementing a new student information system and leading the transition from

a paper-based application and registration system to a self-service, online system, thus enhancing student services, lowering costs, and increasing efficiency.

He was named a "Harvard Hero" in 2007 and was selected for the HKS Dean's Award in 2003, 2007, and 2010.

Burke received a master's of education in higher education administration from Harvard and a B.A. in political science from Syracuse University. He also served as a Peace Corps volunteer in Nkayi, Zimbabwe, where he worked with rural subsistence farmers, and has continued his volunteer efforts by establishing a monthly HKS volunteer program at Rosie's Place, a women's shelter in Boston.

In his new role, he will lead and oversee the Office of the Registrar for FAS, which serves both Harvard College and the Graduate School of Arts and Sciences. He will work closely with faculty, staff, and students across and beyond FAS.

REGISTRATION OPEN FOR 14-DAY READING COURSE

Registration is open for the Bureau of Study Counsel's 14-day Harvard Course in Reading and Study Strategies. The fee is \$150.

The hourlong course will be held in two sessions: Feb. 14-March 4 and Feb. 7-March 3.

To register, visit the bureau at 5 Linden St., or visit <http://bsc.harvard.edu/rc.html>.

HIO SEEKS INTERNATIONAL ART

The Harvard International Office (HIO) is seeking submissions of international art for an exhibit. All international students currently enrolled in a full-time course of study and international scholars currently doing research at Harvard University are eligible to submit their artwork. Family members currently living with the international students and scholars are also eligible to submit their artwork. The artwork will be displayed in the HIO reception area and conference room.

The artwork must depict images related to the international area of origin of the artist, giving a view or suggest-

ing an idea about the people, culture, history, landscape, or architectural style prevalent in each world region.

The deadline is Jan. 9. For more information, visit <http://hio.harvard.edu/settlinginatharvard/harvardresources/culturalandrecreationalevents>.

LAW FIRM HONORS DECEASED PARTNER WITH ENDOWED HLS FUND

Houston-based law firm Andrews Kurth LLP announced a new endowed fund at Harvard Law School (HLS). The **Richard H. Caldwell Financial Aid Fund** will be used to provide aid to deserving HLS students from Texas.

Caldwell was a senior partner at Andrews Kurth until his death in October. A 1963 HLS graduate, Caldwell maintained close ties with the institution.

On Dec. 7, Andrews Kurth held a reception in its Houston office for HLS Dean Martha Minow to accept the donations.

"Richard Caldwell embodied the qualities that Harvard Law School strives to instill in our students — integrity, passion, and professional excellence," said Minow. "We are honored to create this financial aid fund in his name."

With individual contributions and matching funds from Andrews Kurth, the fund has surpassed \$200,000. The endowment will continue to grow each year as Caldwell's colleagues and other Harvard alumni direct additional contributions to the fund.

Throughout his distinguished career of more than 45 years, Caldwell handled a variety of commercial and civil litigation matters, including complex securities cases, contested corporate takeovers, product liability cases, and contract disputes. He joined Andrews Kurth in 2001 when it merged with the firm that he helped build, Mayor, Day, Caldwell & Keeton LLP.

HARVARD COLLEGE LIBRARIAN, NANCY CLINE, TO RETIRE

After nearly 15 years of exceptional service, **Nancy M. Cline**, the Roy E. Larsen Librarian of Harvard College, will retire at the end of this academic year.

Cline's long career at Harvard is distinguished by many notable accom-



Nancy M. Cline, who is regarded as a national leader in the library profession, will retire at the end of the academic year.

plishments. In 1996, she began her current appointment overseeing the operations of the major libraries and units within the Harvard College Library. During her tenure at Harvard, Widener Library has been completely renovated; support for collections preservation has increased; and Harvard's Library Digital Initiative has been launched.

Cline is regarded as a national leader in the library profession and currently serves on the MIT Corporation Visiting Committee for the Libraries, the University of Miami Libraries Visiting Committee, and the Cambridge University Board of Electors to the Librarianship. She is also a member of the ITHAKA Board of Trustees. She has spoken and published on numerous topics including digital libraries, intellectual property, preservation, security, and library administration.

In 2006, Cline received the Hugh C. Atkinson Memorial Award, which recognizes an academic librarian who has made significant contributions in the area of library automation or management and has made notable improvements in library services or research.

"I am deeply grateful to Nancy for her leadership and her exemplary service to Harvard," said Faculty of Arts and Sciences (FAS) Dean **Michael D. Smith**. "The new vision for the Harvard Library we are now embracing, and the profound and positive changes this vision will bring, are an important part of her legacy, in keeping with the many advances she has forwarded over her long career here. Her contributions to FAS and the University will endure for generations

to come, affecting us all for the better."

SAMPSON NAMED TO OFFICE OF JUSTICE ADVISORY BOARD

U.S. Attorney General **Eric Holder** named Harvard Professor **Robert Sampson**, the Henry Ford II Professor of the Social Sciences, to the newly created Office of Justice Programs (OJP) Science Advisory Board on Nov. 23. Sampson was one of 18 scholars and practitioners in criminology, statistics, and sociology, and practitioners in the criminal and juvenile justice fields to be named.

"This administration is committed to using science to help inform and guide policy development. By providing advice and counsel to the Department of Justice, the members of this advisory board will help us focus on evidence-based approaches to prevent and reduce crime," said Holder.

The advisory board will provide an extra-agency review of and recommendations for OJP research, statistics, and grant programs, ensuring the programs and activities are scientifically sound and pertinent to policymakers and practitioners.

To read the full announcement, visit <http://www.ojp.gov/newsroom/press-releases/2010/OJP11029.htm>.

ROCKEFELLER FELLOWS CHOSEN FOR 2011-12

Concluding its annual meeting and interviews at Harvard on Dec. 10 and 11 this year, the **Michael C. Rockefeller Memorial Fellowships Administrative Board** has awarded fellowships to six graduating seniors.

Rockefeller Fellowships contribute \$18,000 toward a year of purposeful postgraduate immersion in a foreign culture for candidates at critical stages in their development who feel a compelling need for new and broadening experience.

The six recipients are **Ama Francis** of Winthrop House, for travel to Brazil; **Benjamin French** of Leverett House, for travel to Botswana; **Laura Jaramillo** of Pforzheimer House, for travel to France; **Catherine Ntube** of Pforzheimer House, for travel to Jamaica; **Oliver Strand** of Eliot House, for travel to Japan; and **Lauren White**



of Lowell House, for travel to Argentina.

EXECUTIVE DIRECTOR OF HARVARD CENTER SHANGHAI NAMED

Jeffrey R. Williams was named the inaugural executive director of the Harvard Center Shanghai on Nov. 22. A graduate of both Harvard College and Harvard Business School (HBS) and an executive with decades of experience in greater China as a banker and consultant, Williams assumed his duties immediately.

The Harvard Center Shanghai, which formally opened on March 18 in the city's Pudong district, supports a wide range of Harvard activities, primarily via the University-wide Harvard China Fund (HCF) and HBS.

As executive director, Williams is responsible for the center and its staff in support of those activities, which include student programs, faculty research, case writing, conferences, and executive education programs offered in partnership with Chinese institutions. He also will build relationships with key academic, business, and government leaders in greater China. Additionally, he will serve as the center's chief public representative by providing information about Harvard and about the center's work to organizations in China and throughout the world.

"Harvard's engagement with China dates back well over a century, and the level of interest in China from our

An art installation by Sol LeWitt brightens up the Sackler Museum lobby, making it a perfect place to study.

faculty and students has grown enormously in recent years," said **Jorge I. Domínguez**, Harvard's vice provost for international affairs and the Antonio Madero Professor of Mexican and Latin American Politics and Economics. "The Harvard Center Shanghai opens a new and exciting chapter in Harvard's engagement with China and China's connections to Harvard. The center will be the key locus of support for the University as we continue to build relationships with Chinese colleagues and institutions and as we expand opportunities for all of our faculty and students to pursue their interests there. Jeff's work in Asia and deep connections to Harvard make him an ideal choice to be the center's inaugural executive director."

— Compiled by Sarah Sweeney



The Harvard Center Shanghai welcomed its inaugural director, Jeffrey R. Williams, in November.

ATHLETICS

Room for improvement

Harvard men's hockey squad hopes to reverse course after tough start.

By Sarah Sweeney | Harvard Staff Writer

Nov. 1 was a bitter day on the ice. The Harvard men's hockey season kicked off with a game against the Swedish National Under-20 team, which the Crimson failed to outscore.

Four days later, Harvard lost again — 2-1 to Union College — and was off to a start consistent with last season's disappointing performance. The Crimson won just nine games back-to-back in 2009 and 2008 — a crushing collapse after coach Ted Donato's successful 2004-07 run.

"You certainly tweak your systems and strategies every year based on what has and hasn't worked in the past and your personnel, but, for the most part, we believe in the approach we've been taking," said Donato in a mid-November interview. "We want to change our results by working harder every day, paying attention to detail, and continuing to improve as the season progresses."

The Crimson rebounded with wins over Rensselaer

Polytechnic Institute on Nov. 6 and St. Lawrence University on the 12th, but their momentum vanished in a seven-game losing streak against Clarkson, Princeton, Quinnipiac, Dartmouth, and Merrimack.

Donato '91, a Crimson star who was drafted by the Boston Bruins and went on to a long career in the NHL, thinks his squad is capable of steadier play.

"We're confident that if we focus on continuing to improve, we'll have success and we'll be competitive within our league and on a national level," said Donato. "We expect everyone involved in our program to show a commitment to getting better every day. We want to give ourselves a chance to win every game."

The coach is looking to captains Michael Del Mauro '11 and Chris Huxley '11, both forwards, and assistant captain/goalie Kyle Richter '11 to set the tone.

"We have great leadership all over the ice," he said.

Donato, now in his seventh year as coach, says the transition from player to coach "has been smooth sometimes and rocky at other times."

"I've been lucky enough to have some success here, but there have also been some growing pains," he said. "I had an incredible experience here as a student-athlete, and Harvard hockey holds a special place in my heart. We're confident that if we focus on continuing to improve, we'll have success and we'll be competitive within our league and on a national level."

Overall, Donato remains unfazed.

"I think I've learned a lot of lessons through those tough times and am a better coach for it now."

Online ► See complete coverage, athletic schedules at: www.gocrimson.com



PRACTICE TIME. Coach Ted Donato (left) offers some advice. Goalie Kyle Richter '11 (below) makes a save.



Photos by Jon Chase |
Harvard Staff Photographer

Calendar

HIGHLIGHTS FOR DECEMBER 2010/JANUARY 2011

See complete Calendar online ►► news.harvard.edu/gazette/section/calendar

su	m	tu	w	th	f	s
december/january				16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	1
2	3	4	5	6	7	8
9	10	11	12	13	14	15

Print publication will resume Feb. 3. The deadline for Calendar submissions is Wednesday by 5 p.m., unless otherwise noted on the website. Calendar events are listed in full online. All events need to be submitted via the online form at news.harvard.edu/gazette/calendar-submission. Email calendar@harvard.edu with questions.



Photo by Katya Kallsen
© President and Fellows of Harvard College
Atul Bhalla, "Untitled," from the series "I Was Not Waving but Drowning II," 2005, photograph (digital pigment photograph face-mounted to Plexiglas)

DEC. 3-APRIL 2

I Was Not Waving but Drowning.
Floor 2, Sackler Museum. This sequence of 14 photographs captures contemporary Indian artist Atul Bhalla's act of submergence in the Yamuna River. harvardartmuseum.org/.

DEC. 16-18

Bertolt Brecht's "Drums in the Night."
Loeb Experimental Theater, 64 Brattle St., 7:30 p.m. Performed by the American Repertory Theater/Moscow Art Theater Institute for Advanced Theater Training Class of 2011. Tickets are \$10 general; \$5 students/senior citizens; free to A.R.T. subscribers. 617.547.8300, americanrepertorytheater.org.

DEC. 17-29

The Christmas Revels.
Sanders Theatre, various times. In

celebration of the winter solstice. Tickets are \$52/\$42/\$25 (partial view), \$10 (obstructed view); children under 12: \$42/\$32/\$15 (partial view), \$7 (obstructed view). 617.496.2222, [box-office.harvard.edu, ofa.fas.harvard.edu/cal/details.php?ID=41604](http://box-office.harvard.edu/ofa.fas.harvard.edu/cal/details.php?ID=41604).

DEC. 18

The Winter Solstice in Legend and Song.
Hunnewell Building, Arnold Arboretum, 7:30-9:30 p.m. Celebrate the season with acclaimed storyteller Diane Edgecomb and musicians Margot Chamberlain and Tom Megan. This performance features solstice legends from Greece, Scandinavia, and England as well as traditional music on Celtic harp, synthesizer, accordion, and voice. Register early. Appropriate for adults and for children 12 years and older. Cost is \$20. 617.384.5277, calendar.arboretum.harvard.edu/index.php?mo=12&yr=2010.

JAN. 13

Gorillas to Grizzlies: Conservation in Action from Africa to the United States — Free Lecture and Booksigning.
Harvard Museum of Natural History, 26 Oxford St., 6-7 p.m. Conservationists Amy Vedder and Bill Weber will discuss their pioneering work with mountain gorillas in Rwanda. Free and open to the public. 617.495.3045, hmn.harvard.edu/lectures_and_special_events/index.php.

JAN. 15

Joyful Noise Gospel Concert: Harlem Gospel Choir.
Cambridge Multicultural Arts Center, 7:30 p.m. Annual gospel concert honoring the life and legacy of Rev. Martin Luther King Jr. Cost is \$20 premium/\$15 general/\$10 Mult. Arts members, senior citizens, students, children 12 and under. 617.496.2222, amanda@cmacusa.org, cmacusa.org, ofa.fas.harvard.edu/cal/details.php?ID=41676.



THROUGH DEC. 31

Playing It Through.
Gutman Library, first floor reading area. Art exhibition of mixed media paintings by artist Jason DeWaard. 617.495.4225, jem394@mail.harvard.edu.

LEFT: "Lonely Town," acrylic on canvas, 26" x 43"



Online▶▶ View photo gallery: hvd.gs/69060

A look inside: Kirkland House

At the holidays, a celebration

A slew of Santas have been roaming Harvard Square lately, but more than a few have remained incognito as Secret Santas at Kirkland House. Last week, residents were serenaded at lunch by choirs, lauded at dinner with reserved seats and special treats, and bathed in adoration from unknown admirers, as “elves” — fellow residents and friends — carried out Santa’s wishes.

The merriment at dinners rivaled cabaret shows. “We all spend a week trying to make someone else’s week amazing, often some-

one we haven’t yet met,” said senior Abby Koff. “The entire week is filled with Kirkland family spirit.”

With the chill of winter blowing outside and wreaths hung from windows, Kirkland was in a festive mood. The earthy smell of evergreens wafted through the dining hall, and tables draped in red and white invited residents to celebrate the holiday season. There were toasts to residents, staff, House masters, and friends. The halls echoed with good cheer, well wishes, and warmth that can come only from a house that’s a home.

Photos and text by Justin Ide | Harvard Staff Photographer

