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HARVARDgazette



Turning over a new leaf

Harvard's 'Green Office' program encourages simple, subtle steps

Online Highlights



KENYA PRIME MINISTER OPTIMISTIC ABOUT AFRICA'S DEMOCRATIC FUTURE

Kenya's Prime Minister Raila Odinga (left) expressed optimism about the democratic future of Africa during a talk at the Harvard Kennedy School, saying that the era of African "big man" dictatorship is coming to a close and expressing hope that the coming decades are marked by a flowering of the African continent. [►news.harvard.edu/gazette/story/2009/09/odinga-optimistic-africa/](https://news.harvard.edu/gazette/story/2009/09/odinga-optimistic-africa/)



THE STORY BEHIND 'A NEW LITERARY HISTORY OF AMERICA'

The Humanities Center at Harvard staged a symposium with its centerpiece being the publication of the 1,095-page "A New Literary History of America," co-edited by Greil Marcus and Werner Sollors (center and right). [►news.harvard.edu/gazette/story/2009/09/made-in-america/](https://news.harvard.edu/gazette/story/2009/09/made-in-america/)

MAHADEVAN, HUYBERS NAMED MACARTHUR FELLOWS

Two Harvard faculty members who study present and past ice sheets and the science behind familiar objects and everyday events have been named recipients of prestigious MacArthur Foundation "genius" grants. [►news.harvard.edu/gazette/story/2009/09/macarthur-fellows-named/](https://news.harvard.edu/gazette/story/2009/09/macarthur-fellows-named/)

FAS ENDS FISCAL YEAR UNDER BUDGET

The short-term financial picture for the Faculty of Arts and Sciences (FAS) has taken a turn for the better as a result of spending cuts and reinvigorated fundraising, Dean Michael D. Smith said at a public discussion about the future of FAS. [►news.harvard.edu/gazette/story/2009/09/fas-ends-fiscal-year-under-budget/](https://news.harvard.edu/gazette/story/2009/09/fas-ends-fiscal-year-under-budget/)



CONVOCATION LAUNCHES HARVARD EXTENSION SCHOOL CENTENNIAL

Harvard University Extension School, turning 100 next year, launched its multi-event centennial celebration with a convocation. Among those to share the stage was Harvard Faculty Club administrator M. Sandra Klemm, A.L.B. '00 (left). [►news.harvard.edu/gazette/story/2009/09/turning-a-chipper-100/](https://news.harvard.edu/gazette/story/2009/09/turning-a-chipper-100/)

Police Log Online [►www.hupd.harvard.edu/public_log.php](http://www.hupd.harvard.edu/public_log.php)

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Lipsitch catches the flu in action

Harvard School of Public Health Epidemiology Professor Marc Lipsitch is helping the government plan its response to H1N1 flu.

By Alvin Powell | Harvard Staff Writer



One thing certain about the flu is uncertainty, according to Marc Lipsitch, a professor of epidemiology at the Harvard School of Public Health and a prominent authority on the spread of infectious disease.

The rise and rapid spread of H1N1 flu virus, known as swine flu, has kept Lipsitch busy in recent months. An expert in computer modeling of disease dynamics, Lipsitch has been part of a team advising federal officials on swine flu's likely behavior and the government's response to it.

In April, shortly after the flu hit the headlines, Lipsitch was called to Atlanta as an adviser to the U.S. Centers for Disease Control and Prevention. For a week, he worked intensively with other advisers and officials there to provide analysis and perspective. He appreciated, he said, how difficult the job of health policymakers is in the early stages of a pandemic, when difficult decisions are being made on the basis of still-sketchy information about how dangerous and contagious a pathogen is.

"Academics have the ability to spend more time thinking about these questions than people who provide valuable services," Lipsitch said. "I felt frantic the whole time, but not nearly as frantic as the people who had to [make decisions] each day."

Lipsitch kept in touch with officials in Atlanta after

he returned to Boston through conference calls, at first daily and now weekly.

Last summer, as a member of the 2009 H1N1 Working Group of the President's Council of Advisors on Science and Technology, he helped draft an assessment of the federal government's handling of the swine flu outbreak so far. He gave it high marks, particularly for its flexibility.

Flexibility is key in handling an outbreak's beginning, he said. Because officials didn't know how dangerous H1N1 was, the initial response included fairly dramatic steps, such as closing schools if a case were diagnosed there. Those responses were dialed back as officials began to understand that, while contagious, H1N1 wasn't as deadly as past pandemic flus have been — at least so far.

"People took it seriously and then scaled back as the nature of it was shown," Lipsitch said. "The response was well-tailored to cover the range of possibilities at any one time."

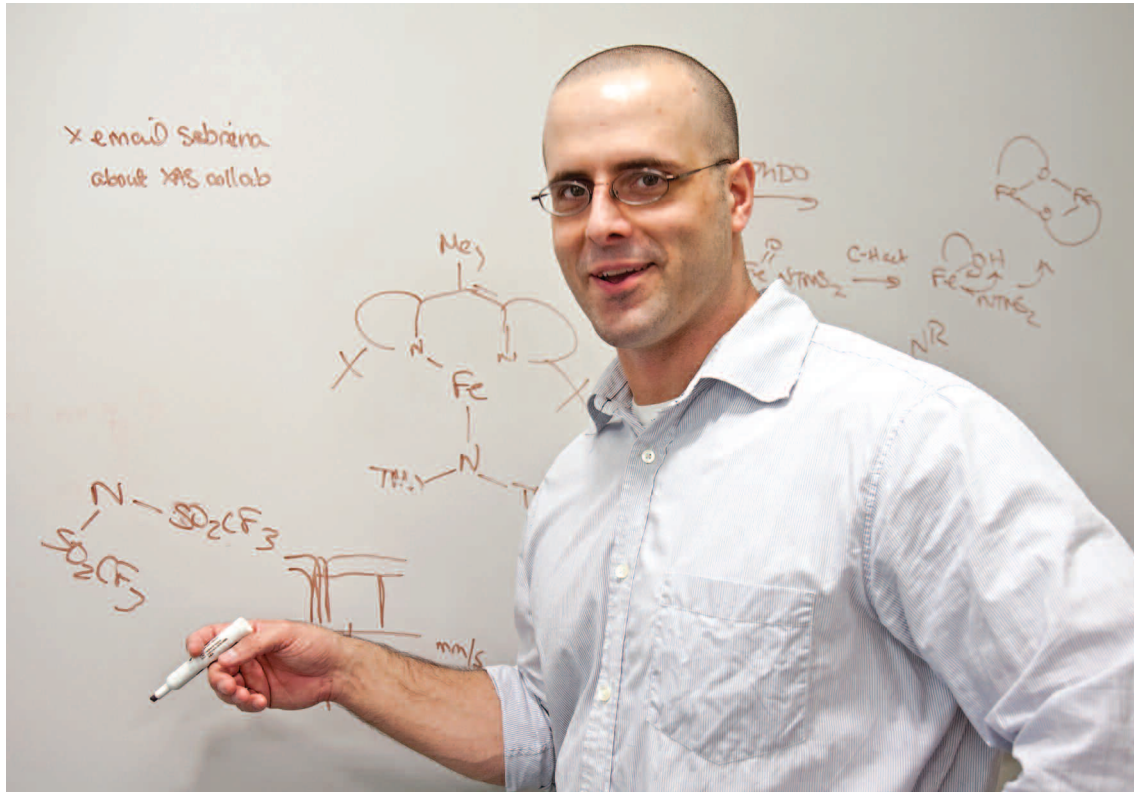
Lipsitch was recently named the head of a new center at the Harvard School of Public Health designed to provide better information about disease outbreaks to public health officials and policymakers. The Center for Communicable Disease Dynamics, which received a \$10 million grant from the National Institutes of Health, will focus on mathematical

modeling of seasonal infectious diseases such as the flu, on drug resistance, and on the best ways to allocate resources in interventions.

Lipsitch said that more people with such public health expertise are needed in the United States, so part of the center's mission will also be to educate a new generation of students in the discipline.

Lipsitch, who received his doctorate from Oxford University in 1995, has considerable experience to lend to the effort. Much of his study has focused on the pathogen that causes pneumonia, childhood ear infections, and meningitis, *Streptococcus pneumoniae*. He has evaluated how it spreads, how it is affected by interventions, and what the patterns of drug resistance are. He also worked on the 2003 outbreak of severe acute respiratory syndrome, or SARS, and has worked to better understand the 1918 Spanish flu that killed millions around the world.

With the Northern Hemisphere flu season looming with the pending of winter, Lipsitch said uncertainty remains about the nature of the flu's coming second round. Though H1N1 is so far not as severe as past flu epidemics, it is clear that some will die from the ailment, Lipsitch said. Vaccines, which are being rushed through development and distribution, will be available in October, but it takes time to administer the dose and more time for the body to develop immunity.



Betley probes natural power plant

Harvard chemist Ted Betley is examining the process of photosynthesis to understand and manipulate nature's engineering.

By Alvin Powell | Harvard Staff Writer

Amid calls for transformative change in the world's energy supply, Harvard chemist Ted Betley is taking a back-to-basics approach and examining the mother of all energy supplies — photosynthesis — for clues to how nature runs a power plant.

Betley, assistant professor of chemistry and chemical biology, says he's convinced that solar power must become a bigger part of the world's energy mix. Though he terms "pie in the sky" visions of power plants driven by artificial photosynthesis any time soon, he also insists that critical lessons can be learned by understanding nature's intimate photosynthetic secrets.

The ultimate goal, he said, is to create simpler, artificial processes that mimic photosynthesis — or at least the reactions that occur within it — and that might prove useful on an industrial scale.

"We ask, 'Can we at least take some of those simple [natural] design principles and try to make an artificial system that allows us some of those same types of reaction sequences?'" Betley said. "Up to this point, this is something chemists aren't good at."

Photosynthesis, of course, is one of the pillars underlying life on Earth. Though some bacteria have been shown to live in the dark off chemicals, the rest of terrestrial life is dependent on plants and microbes that use the sun's rays to power a chemical reaction that consumes water and carbon dioxide,

and that produces the oxygen we breathe and sugars used by plants.

Without photosynthesis, not only would the world be devoid of oxygen-breathing creatures like humans, it would also be devoid of the fossil fuels — dead dinosaurs and rotted prehistoric plants — that are the foundation for today's energy supply.

To Betley, as he considers the enormously complex molecular manipulations that nature has engineered in photosynthesis, it is the metal that's the thing.

A metal called manganese, which must be sequestered by plants, plays a key role in photosynthesis. Though it is neither the reaction's raw material nor its product, manganese is the site of some of the reaction's critical events. It is on a cluster of charged manganese ions that water is stripped of its oxygen, and it is there that oxygen atoms join to form oxygen molecules that are released into the air.

In a natural photosynthetic reaction, nature uses manganese that is bound up in an enormously complex protein, thousands of atoms long. While scientists know how to create artificial proteins, Betley said such an enormous molecule is difficult to both create and manipulate.

Though Betley describes his work as being in its early stages, he said he and his research team have

created a 40-atom molecule that acts as a scaffold for the manganese atoms, precisely positioning them in space. This scaffolding will allow more detailed study of chemical events involving the metals without getting them tangled up in an enormous protein.

"If you talk about how to get oxygen into the biosphere ... nature does it utilizing proteins or enzymes. The gatekeepers for doing these reactions are these small metal clusters. Photosynthesis uses a small cluster of four manganese ions to actually execute the chemistry of taking oxygen from water, releasing protons and electrons, and stitching the oxygen together to get oxygen in the atmosphere," Betley said. "What's poorly understood is how these clusters function. ... Can we distill this huge machinery into its most essential components and see if we can understand what's going on at least at that gatekeeper? And, after doing that, can we simplify it?"

Betley, who came to Harvard two years ago from a postdoctoral fellowship at the Massachusetts Institute of Technology, revels in lab work. Though his administrative chores compete for his time, he says he still gets joy out of just running reactions and seeing how they turn out. In a way, he said, his work is almost archaic — chemistry at its most basic, involving test tubes filled with solutions that change color when you combine them.

In addition to his work on photosynthesis, Betley and his lab are studying ways to manipulate a central chemical bond, called a carbon-hydrogen bond, in long organic molecules. If successful, the work could have industrial applications in transforming materials like petroleum products into other useful compounds, such as soap. One example Betley offered would allow greater use of methane gas from remote wells. Today that methane could be used as a fuel but is difficult to transport. Manipulating those bonds is key to finding a simple way to transform methane gas into methanol, a liquid, which would allow it to be transported far more easily, he said.

"We're a lot further along than I have any right to expect at this point," Betley said. "It's trying to make something that doesn't have a lot of innate value and make it very, very valuable. ... It's understanding how you're doing it and how you can change it, that's where the true power of chemistry comes in."

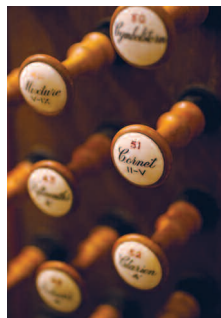
More Science & Health Online
news.harvard.edu/gazette/section/science-n-health/



**HSPH DEAN EVALUATES
 H1N1 RESPONSE, LESSONS
 LEARNED**



**DAVID KEITH CALLS FOR
 DISCUSSION, INVESTIGATION
 OF GEOENGINEERING**



What a set of pipes

To fulfill the acoustic demands of the Memorial Church and Appleton Chapel, a solution is finally at hand.

By Colleen Walsh | Harvard Staff Writer

Members of the staff at Harvard's Memorial Church have been struggling over a musical quandary for years: the impressive product of a Harvard-educated scientist.

Charles Brenton Fisk showed a gift for physics early on. As an 18-year-old World War II draftee, the government quickly recognized his talent and sent him to work with Robert Oppenheimer during the preliminary stages of the Manhattan Project.

But nuclear particles and cosmic rays held less appeal to Fisk than the mechanics of a massive musical instrument, and in 1961 he founded an organ-building company in Gloucester, Mass., which specialized in the creation of mechanical "tracker" organs. Two years later Fisk began construction on the instrument currently located in Appleton Chapel.

Standing next to the Fisk organ's gleaming pipes that extend from floor to ceiling in the vaulted chapel full of dark oak, one can hardly question its ability to produce ample sound. The problem is that the sound is too loud, and, surprisingly, too soft.

"Essentially there are two different spaces in the church, which pose problems musi-

cally," said Edward Jones, Gund University Organist and Choirmaster. "The organ is trying to serve two purposes; one is to be an intimate accompanying instrument for our Appleton Morning Prayers service, and the other is to be the big, beefy instrument for Sunday worship. It's an impossible mandate."

The dilemma involves the church's original design. On either side of the small chapel — separated from the main church by a wooden gate — are decorative white grills that camouflage several empty spaces created in 1932 for the church's first organ, an electro-pneumatic Æolian-Skinner, and its own enormous set of pipes.

In 1967, church officials, deeming the Fisk organ better suited to the German and Lutheran repertoire popular at the time, had it installed in the Æolian-Skinner's place. But today, when the Fisk's pipes, which are not housed in the side compartments but stand exposed, try to extend their music into the main church, the hollow chambers swallow much of the sound. Conversely, the Fisk's big sound can often overwhelm Appleton Chapel.

To solve the problem, Jones along with a committee created to address the issue — led by



The Rev. Professor Peter Gomes, the Plummer Professor of Christian Morals and Pusey Minister in the Memorial Church — decided on a two-organ solution. They have purchased another electro-pneumatic organ, built in 1929 by the Skinner Organ Company, from a church in Hartford, Conn., that will take up residence in the chapel. The Skinner pipes will once again occupy the hollow spaces on each side, offering a

(see *Organ* next page)



"Essentially there are two different spaces in the church, which pose problems musically," said Edward Jones (above), Gund University Organist and Choirmaster. The replacement of the old Fisk organ will involve the removal and wrapping of the approximately 4,500 pipes.

Online ► View photo gallery:
news.harvard.edu/gazette/story/2009/09/fisk-organ-replaced/

Organ

(continued from previous page)

more muted tone. In addition, the committee has commissioned a new, custom-built Fisk organ for the church's second floor, rear gallery, which will provide the main body of the church with the big sound it requires.

"We think it's a really wonderful solution musically and liturgically for such a thriving church," said Jones. The decision also maintains the church's ties to the mechanical organ tradition and Fisk's legacy.

While electro-pneumatic organs use electricity to control the flow of air through an organ's pipes, tracker organs employ rods called trackers that enable a direct, mechanical connection between key and pipe. When a key is pressed, one of the interconnected rods in this series of trackers opens a valve under the pipe to allow air to flow in.

"How you touch the key directly impacts how the air speaks through the pipe," said Jones, adding that the tracker organ offers a rich repertoire of color and tone that differs from electro-pneumatic organs.

The new organs will bring an added benefit to the church. With the removal of the original Fisk organ, the chapel's giant Palladian window will once again be exposed, no longer blocked by the Fisk's tall pipes.

"Appleton will be bathed in light, which will be absolutely fabulous," said Jones. "It will be wonderful to restore the chapel to its former glory."

The removal of the old Fisk organ will begin in spring 2010 and will take about a week as the approximately 4,500 pipes are individually removed, wrapped, and placed into separate boxes in preparation for shipment. The Fisk's new home will be a Presbyterian church in Austin, Texas.

The new Skinner organ will be ready to go by next fall. Jones hopes to have an opening celebration for the new Fisk organ on Easter Day 2012.

The two new organs will be completely funded by individual donors, drawn in large part from the Memorial Church's congregation. The project will cost \$6 million to complete.

To honor the Fisk's last year at Harvard, the church will host a series of master classes and concerts featuring organ maestros past and present at the University. The free series begins Oct. 6 and will be presented with support from the Harvard Provostial Fund for the Arts and Humanities.

For more information about the The C.B. Fisk Op. 46 Celebration Series, visit www.memorialchurch.harvard.edu and click on music.

Practice, education, activism

The Harvard Graduate School of Design celebrates one of its own, the late J. Max Bond Jr., a pioneering architect.

By Corydon Ireland | Harvard Staff Writer

To his professional friends, Kentucky-born J. Max Bond Jr. was a "civic architect" — one who believed that buildings should reflect the needs of the people who use them, and should express social and cultural realities.

Bond, who died in February, is being honored this fall with both an exhibit and a retrospective panel at the Harvard Graduate School of Design (GSD).

"Practice, Education, and Activism" — a colorful timeline of photos and architectural models — is on display at Gund Hall through Oct. 18. The panel discussion, "Max Bond, Multiculturalism and Social Equity in the Built Environment," is open to the public and takes place from 3:30 to 5 p.m. Friday (Oct. 2) at Gund Hall's Piper Auditorium.

"He carved the path for so many in our profession, and his determination, wisdom, and guidance will continue to inspire all who knew him," said GSD Dean Mohsen Mostafavi, the Alexander and Victoria Wiley Professor of Design. "Today, the School is committed to building on that legacy of cultural diversity."

Precociously brilliant, Bond was twice a Harvard graduate. In 1955, he received a B.Arch. degree from Harvard College, with honors (*magna cum laude* and Phi Beta Kappa) — at age 19. In 1958, Bond earned an M.Arch. degree from GSD — and was one of the School's first African-American graduates.

Between degrees, Bond worked briefly for Paul Williams in Los Angeles — the "architect to the stars" and a prominent black practitioner. Williams' first job for the Harvard graduate: Design a tile floor in a house for Frank Sinatra.

Bond (who practiced and taught in New York City) maintained his Harvard connections — both as a mentor to GSD students of color, and as part of the School's Visiting Committee from 1993 to 2002. During the 2007-08 academic year, he was also on the practitioner's advisory board at Harvard Design Magazine.

Bond's presence was also felt at Harvard in more concrete terms. The Harvard Institutes of Medicine building he designed for Harvard Medical School was finished in 1997. And in 2003 he designed the expansion and renovation of the Harvard Club of New York. A photo of the renovation — grand, light-filled, and dramatic — appears in the Gund Hall exhibit.

Bond's passion for social justice had many sources, including the periodic stings he felt at Harvard College, where at least one professor discouraged him from studying architecture — and

where a cross was once burned in front of his dormitory.

Bond also inherited such passions from his upbringing. His father, J. Max Bond Sr., was dean of education at Tuskegee Institute, where the school's architectural features — including an airplane hangar for the famed Tuskegee airmen — first inspired Bond to design buildings.

His father was also a co-founder of the University of Liberia. From 1963 to 1967, the young Bond — by then married and a father — lived in Ghana, where he practiced architecture. "Professionally, I grew up

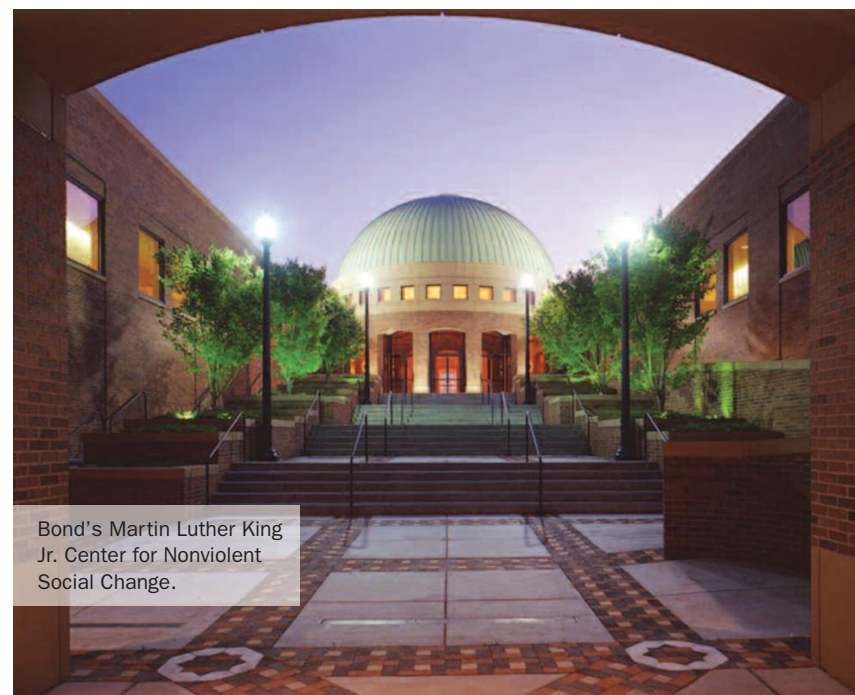
Online ► Bond-related activities:
www.gsd.harvard.edu/events/lectures/

there," he once told an interviewer.

In 1968, he began a 16-year teaching career at Columbia University, and a year later opened the doors of Bond Ryder Associates — which by 1990 was Davis Brody Bond, and later Davis Brody Bond Aedas. In 1985, Bond started a long academic association with City College of New York.

Through the years, Bond's productivity as an architect reflected the diversity he celebrated in life. He designed a library in Ghana, a civil rights museum in Birmingham, Ala., a university in Zimbabwe, and a dance theater in Chicago.

One of his signature buildings, finished in 1981, was the Martin Luther King Jr. Center for Nonviolent Social Change, a sweeping, grand meditative space in Atlanta.



Bond's Martin Luther King Jr. Center for Nonviolent Social Change.

The story from beginning to end

Four weeks to healthy digestion:
A Harvard doctor's proven plan for
reducing symptoms of diarrhea,
constipation, heartburn, and more.

By Sarah Sweeney | Harvard Staff Writer

HARVARD BOUND

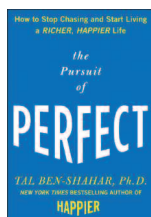


GOVERNMENT BY CONTRACT: OUTSOURCING AND AMERICAN DEMOCRACY

(Harvard University Press, February 2009)

Jody Freeman and Martha L. Minow, eds.

This thoughtful tome assesses the growth of government and subsequent outsourcing of work to private organizations. Freeman and Minow dig deep and ask: What's efficient and who's accountable?

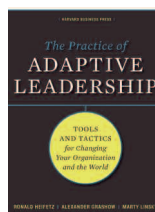


THE PURSUIT OF PERFECT: HOW TO STOP CHASING PERFECTION AND START LIVING A RICHER, HAPPIER LIFE

(McGraw-Hill, March 2009)

By Tal Ben-Shahar

This alumnus and Continuing Ed professor says embracing the highs and lows of being human leads to happiness. So leave your android perfection behind and get real.



PRACTICE OF ADAPTIVE LEADERSHIP: TOOLS AND TACTICS FOR CHANGING YOUR ORGANIZATION AND THE WORLD

(Harvard Business Press, May 2009)

By Ronald A. Heifetz, Marty Linsky, Alexander Grashow

Business is about adapting and acting — and in an uncertain world, these authors prove that if you want to be a leader, you've got to have skills.



That cheeseburger got you down in the dumps?

Enter Norton Greenberger, a gastroenterologist at Brigham and Women's Hospital and clinical professor of medicine at Harvard Medical School, who has authored a book about the hidden world of digestion — and no holds are barred.

Chapter 2 focuses solely on diarrhea; Chapter 3 is for constipation. All together, Greenberger explores the quagmires of our gastrological goings-on. This book is not for the faint of heart; rather, it's an earnest and unswerving tome aimed at steering sufferers away from their faulty food patterns and into gastronomical glee.

"I put this book together after several patients were always asking me about diets for their various gastrointestinal conditions," Greenberger says. "I had prepared a few pages of diets for irritable bowel syndrome, diarrhea, and constipation, and one of my patients — an editor — urged me to write a book."

And it couldn't be timelier. With obesity on the rise in the U.S., Greenberger has seen firsthand that people have become "accustomed to larger meals, higher fat and sugar content."

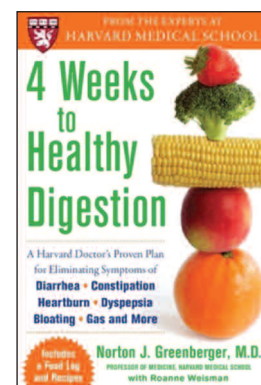
"Many people are on the bread, meat, and potatoes diet," he says. "They ingest too little in the way of whole-grain foods, vegetables, and fruits."

His book offers a four-week program for readers to follow, which rids patients of troublesome foods and drinks. Greenberger encourages participants to keep a food and symptom log.

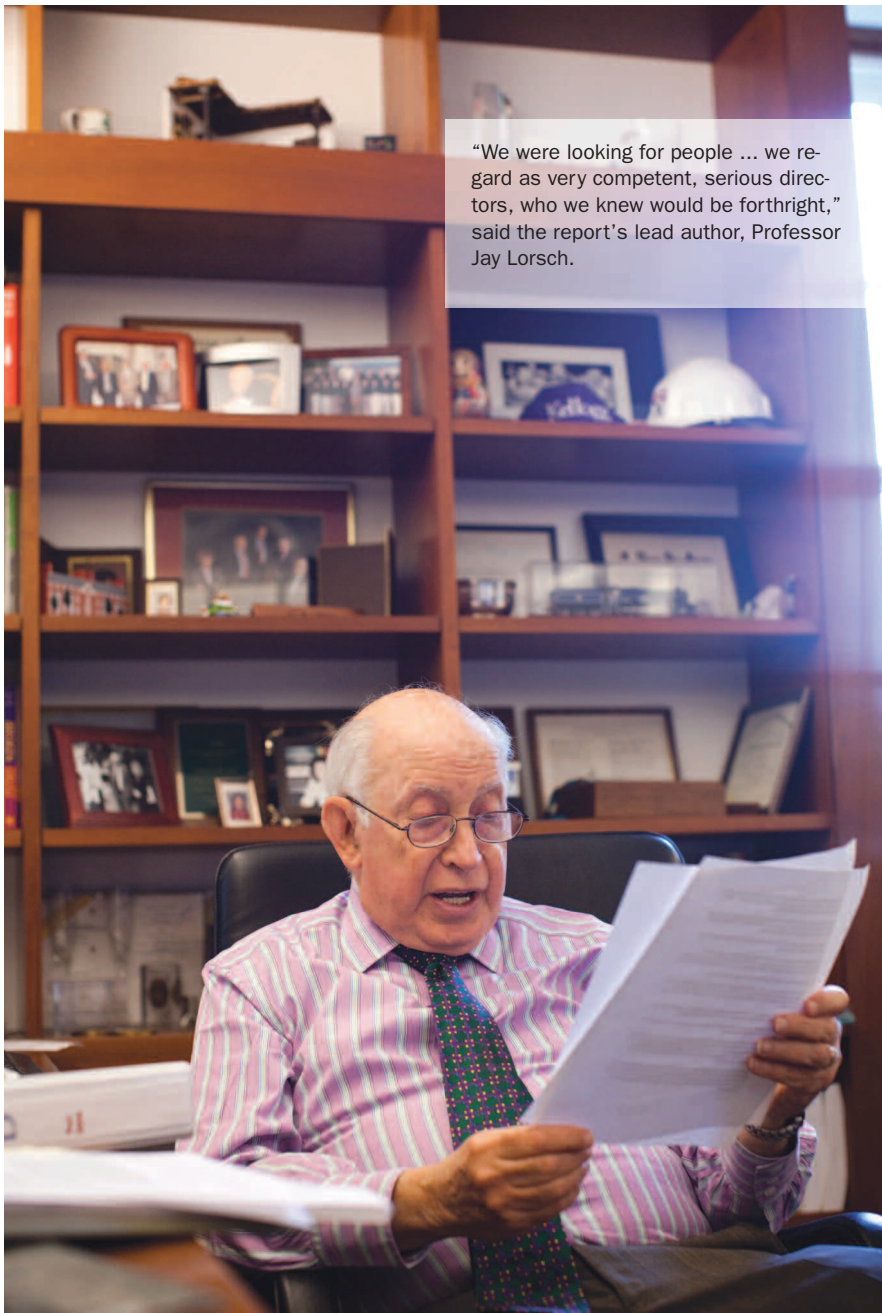
"My four-week plan is to allow patients to see if a specific change or changes in their diet carried out for at least a week at a time will result in improvement of their symptoms," he says.

Orange juice, tomato juice, honey, even sugarless gum and mints are all known stomach offenders, according to Greenberger, as well as other popular medications like aspirin.

And in following doctor's orders, it's always helpful to know what the doctor himself would eat. "I have several favorite foods," says Greenberger. "Broiled fish, turkey chili, stir-fried chicken with vegetables, and numerous fruits."



"We were looking for people ... we regard as very competent, serious directors, who we knew would be forthright," said the report's lead author, Professor Jay Lorsch.



Inside the boardroom

A new report from Harvard Business School offers an inside look at some of the challenges facing the boards of directors of corporate America.

By Colleen Walsh | Harvard Staff Writer

Several months ago, five Harvard Business School (HBS) faculty members arrived at a basic question regarding the current global financial crisis: "What about the role of boards of directors in the recession?"

With close ties to the boardrooms of many of the country's leading companies, the professors, part of the School's Corporate Governance Initiative, realized they were uniquely positioned to look behind corporate America's closed doors for answers.

They did so through a series of anonymous interviews, compiled in the recently released study "Perspectives from the Boardroom — 2009."

"We were not going to be scientific in the sense that we didn't do a random study," said Jay Lorsch, Louis E. Kirstein Professor of Human Relations and the paper's lead author. "We were looking for people we knew who are on the boards of significant, large, complex companies — people we regard as very competent, serious directors, who we knew would be forthright."

The report includes comments from board members of 45 companies representing a variety of business sectors. It offers an intimate look into the workings of various boards, as directors candidly revealed what they think makes a board successful, as well as a number of areas where they feel boards fall well short.

Many directors in the study puzzled over the amount of involvement they should have in the day-to-day management of a company.

"In today's environment, where there is so much pressure on directors, I think there can be a tendency for directors to want to cross the line a little too much sometimes on the operating side, probing committees on every little subject that comes up," one director noted.

But another director's comments reflect the complex nature of the debate.

"At the moment, boards are reluctant to be intrusive into ... day-to-day operations. And I think they are reluctant to be intrusive on the personnel management, beyond the top guy and maybe the heir apparent, if there's a change coming. And so they isolate themselves from understanding where the risks are coming from and what those risks are. I don't think they can do the job without becoming more involved."

Another top concern for directors, the findings show, is the importance of, and often lack of, a thorough understanding of a company by its board. The problem, they acknowledged, was due in part to the increasing complexity of large companies.

"You really can't understand everything that's going on in the company, and the notion that you can is

misguided," one director said. "Unfortunately, I think people do expect directors to know a lot more than they sometimes do."

But others stated that the current crisis could be partly attributed to a lack of understanding on behalf of certain boards.

"We had the Enron era; now we have the financial era, where we're taking down the whole world with us, and it can't be because all these people are stupid. It has more to do with the depth of understanding of what's really going on."

A third director went even further, questioning the top management's financial skills: "The bank boards and the bank CEOs and leadership, obviously, with the exception of maybe one or two, did not understand the risks that they were managing. Clearly, the bank boards were in over their heads, just like the CEOs were. They didn't understand the paper they were issuing and how the risk was being syndicated."

The report's interviewees said the clarity of the board's role; the extent and nature of its involvement in the company's strategy, management succession, risk oversight, and compliance; and the board's acquiring of better information and a deeper knowledge of the company are all areas in need of improvement.

(see Lorsch next page)

Lorsch

(continued from previous page)

Surprisingly, the issues of executive compensation and the interaction between the boards and shareholders — topics frequently part of the public debate — were rarely raised by the respondents in the study.

Lorsch surmised that while most directors recognize there is a larger problem with skewed income distribution, they also feel their own companies compensate their CEOs in accordance with the results they produce.

In essence their attitude is, “We don’t think it’s a problem because we think we’ve got it under control,” said Lorsch.

In the past, boards of directors have traditionally had little contact with shareholders, in part because of legal restrictions mandated by the Securities and Exchange Commission, which require all shareholders receive the same information.

But in the case of both compensation and communication, according to Lorsch, the tide may be turning.

“I think we are in a very fluid period here where shareholders are getting a little bit more proactive in asking for [direct conversations with the boards] and some boards are saying, ‘Why shouldn’t we meet with the shareholders and at least listen to them?’”

In terms of executive compensation, Lorsch, who recently led a conference on the topic at HBS, said many executives realize it needs to be addressed.

“There is a shift going on in this country. Responsible executives are saying we’ve got to get this thing under control.”

Ultimately, Lorsch hopes the report can help boards better assess and execute their objectives, and enact effective oversight. In addition, he believes the findings can be used to educate politicians — those eager to put legislation in place regulating corporate activity — about the complex nature of boards and the importance of keeping them unregulated.

“The bottom line is that boards have to recognize that these 40 or 50 directors are pointing to some serious issues — that I suspect almost every board in America has to grapple with — and that you can’t legislate this. It’s up to each board to sit down and think about what they should be doing given the state of their company and its management.”



Ashwin Krishnan and fellow HLS students saw an opening — sports and entertainment law — and ran with it.

Law students venture into new field

First-time online sports and entertainment law journal created by Harvard Law School students offers a new scholarly outlet.

By Colleen Walsh | Harvard Staff Writer

A new online journal developed by students at Harvard Law School (HLS) aims to shed light on the area of sports and entertainment law.

Students received approval for the Harvard Journal of Sports and Entertainment Law in August and will release the inaugural issue of the annual online publication in the spring of 2010. Within the next couple of years, the journal’s founders hope to launch a printed version of the publication that will publish twice yearly.

Through a collection of scholarly essays and articles, the new publication, states its Web site, intends to “provide the academic community, the sports and entertainment industries, and the broader legal profession with scholarly analysis and research related to the legal aspects of the sports and entertainment communities.”

“There are a lot of legal issues in this field and there aren’t many scholarly outlets for the investigation of these issues,” said one of the journal’s founders and its editor-in-chief, HLS student Ashwin Krishnan ’05, J.D. ’10. “We want to explore this field in depth and treat it in a scholarly and rigorous fashion.”

Krishnan, who worked with the Boston Celtics during the 2008-09 academic year, noted that there is enthusiasm on the part of both students and faculty for the new journal as well as a need for it to fill an important academic hole.

“There was no journal at a school like Harvard, and we felt like we could really come in and be the leader in this field as a top-tier law school in this space.”

The journal represents a growing interest in the field on the HLS campus.

The discipline was the original domain of Paul C. Weiler, Henry J. Friendly Professor of Law Emeritus, whom Krishnan refers to as “the godfather of sports law.” But since 2007, visiting lecturer on sports law Peter Carfagna, who studied with Weiler while a student at HLS, has taken the mantle, introducing a series of courses for students and clinical placements with professional sports teams and leagues, as well as independent writing projects.

Online ► For submission information:
<http://harvardjsel.com/submissions/>

Carfagna serves as the journal’s faculty adviser and is ideally suited for the role. He was chief legal officer/general counsel of International Management Group — one of the nation’s top sports management and representation firms — for more than 10 years, and currently heads his own private practice in sports law.

Carfagna’s new courses in the Law School’s curriculum include this fall’s “Sports and the Law: Examining the Legal History and Evolution of America’s Three ‘Major League’ Sports: MLB, NFL, and NBA,” and “Sports and the Law: Representing the Professional Athlete,” which he will teach in the 2010 winter term.

He noted that the area of sports and entertainment law intersects with a number of other important legal topics.

“There are all sorts of [issues] ... that require serious academic consideration because the courts are going to listen to what publications like this journal have to say about where they should go next in these areas that intersect sports law but really define substantive areas like intellectual property, publicity rights, antitrust, and collective bargaining-related issues.”

Sports and entertainment law “really needs serious scholarship from a place like Harvard,” added Carfagna. “I think Harvard can put its indelible stamp on the area.”

Krishnan and his fellow journal founders, Josh Podoll, J.D. ’11 and Ryan Gauthier, J.D. ’10, are not only developing the first issue of the journal, but also hoping to ensure the longevity of the publication by involving first- and second-year HLS students in the project who can step into management roles when the original team graduates.

“Everything that we do with this journal,” said Krishnan, “is looking toward the long term as well.”

The journal will accept articles, essays, book reviews, notes, and comments regarding legal and/or public policy issues related to the field.



WHRB (95.3 FM), the student-run radio station in the basement of Pennypacker Hall, got a Leaf 1 certification in July, said Daniel Thorn '11 (above), a member of WHRB's administrative board. "We're improving the culture of conservation here."

Workplace, green place

Harvard's certification program for "green offices" brings the University's big ambitions for energy savings down to the personal scale.

By Corydon Ireland | Harvard Staff Writer



COVER STORY

Desk, chair, lamp, computer, wastebasket. The offices we occupy are in many ways an inventory of the ordinary.

But a Harvard program launched this spring is designed to open our eyes to the environmental costs of ordinary objects in the office, and the personal habits that accompany them.

"Green Office," conceived and administered by the Office for Sustainability (OFS), focuses on the energy we use in workplaces, the trash we create, the recycling we do, and the purchases we make. Four tiers of increasingly detailed certifications — "Leaf 1" through "Leaf 4" — are intended both as an awakening and a challenge.

On a bigger scale, Harvard already has plans to reduce its energy usage. Last year, the University pledged to reduce its greenhouse gas emissions 30 percent by the year 2016.

The Green Office program is intended to take Harvard's grand sustainability ambitions and translate them to a personal scale. It's an attempt to change an office's culture of private daily actions — influenced by things as simple as turning off computers, or using washable dishes instead of

paper cups and plates.

"Offices integrate a lot of the habits you want people to change," said Roy Lauridsen, facilities manager at Harvard Divinity School (HDS). The ambition there, he said, is to get a dozen offices certified, at the rate of one "leaf" step every six weeks. (The physical footprint of an "office" and the number of people in it can be self-defined by the applicants.)

Seven offices have certifications so far; at least another dozen are in the pipeline, including the office of Faculty of Arts and Sciences Dean Michael D. Smith. Also in line for certification is Massachusetts Hall, where Harvard President Drew Faust has her office (and where she keeps her refillable water bottle).

Interest comes from every corner of Harvard, including offices and labs at Harvard Medical School (HMS) and the Harvard School of Public Health (HSPH).

The basics come first, said Claire Berezowitz, Ed.M. '08,

(see *Offices* next page)

Offices

(continued from previous page)

Longwood sustainability coordinator for OFS. “Power management is an easy hit,” she said, along with proper recycling and water reduction. (OFS touts a faucet-mounted aerator that cuts water usage by up to 80 percent. It costs \$1.20.)

OFS Director Heather Henriksen credited her team of experts for the Green Office program, the first effort to develop one set of University-wide lessons on the environmental impact of personal behavior.

“Our team created the program materials and trainings based on our day-to-day work with all the Schools, and on additional research,” she said. It summarized the best ways to bring sustainability to an office setting.

“We saw lots of potential and opportunity in offices,” said Jaclyn Olsen, OFS assistant director. Her team developed the certification program and its Web-based “tool kit” after consulting with experts from Harvard’s procurement, dining, and recycling operations.

Simply turning off unused lights, computers, coffee machines, copiers, and printers creates huge savings, she said. So does unplugging chargers, which pull “phantom” power when not in use.

“Every action is important,” said Gosia Sklodowska, manager of the FAS Green Program. Combine sustainability actions in offices with steps already under way at Harvard laboratories, dormitories, and Houses, she said, and energy savings accelerate.

Green offices can take steps beyond those mentioned in the certification application, said Olsen, including office composting and “freecycling” days to distribute unused office supplies.

Harvard Law School has a freecycle e-mail list and periodic freecycle events, said Cara Ferrentino ’08, OFS sustainability coordinator at HLS. It’s important to get reuse to be part of office culture, she said, “before you purchase something new.”

Changes in the way Harvard uses energy and water, cubicle to cubicle, desk to desk, and lab bench to lab bench can have an enormous impact, said Henriksen. For one, consider the numbers: 20,000 students at Harvard, along with 10,000 faculty and 8,000 core staff — most of whom work at least part of the time in offices or officelike settings.

On a big scale, Harvard is already doing well, said Henriksen. The recycling rate on the Cambridge campus — 55 percent — is the highest in the Ivy League. Water use University-wide is down 8 percent over last year. And 66 percent of all paper products

SIMPLE STEPS TO A GREEN OFFICE

Green office certifications ascend from Leaf 1 (very easy) to Leaf 4 (not that hard). All four involve nine familiar categories: energy (use less), recycling (make it easy), waste reduction (double-sided copies, for instance), publications (give readers an electronic choice), events and meetings (BYO mug), transportation (any bike racks nearby?), kitchens and break rooms (napkins with post-consumer content), purchasing (look for used furniture first), and participation (got a Green Team?). Look for leaf guidelines online at www.green.harvard.edu/green-office.

have recycled content.

Harvard-wide temperature parameters for buildings were established this year to save energy, and the University’s 600-plus buildings have been analyzed for energy efficiency. This year, each School at Harvard will have a framework in place for further reducing energy usage.

“But if we are going to continue to move the needle, and meet our greenhouse gas reduction goal, we are going to have to go to the people,” said Henriksen. “That means embedding sustainability into how we all do our day-to-day jobs.”

At the same time, the Green Office program “is easy and fun,” she said. “It taps into the creativity of our community, and their solutions-oriented nature.”

The “office” in Green Office also implies more than one person — and a measure of collectivity is one secret to making the workplace into a showcase of small-scale sustainability. For each level of certification, at least 75 percent of office employees have to sign the application.

“In any office, it takes more than one or two people to succeed,” said Olsen of the 75 percent requirement. “We did this intentionally, so it’s very inclusive.”

Earlier this month, David J. Havelick — an executive assistant in the Epidemiology Department at the Harvard School of Public Health — organized a first meeting on the green office idea. About 20 people showed up. “One person in your department being responsible for all those in it,” he said, “is very rough.”

The Green Office program offers workshops on how to bring environmental values to the workplace. OFS runs them every two months at the Faculty of Arts and Sciences (which accounts for more than a third of Harvard’s energy footprint) and periodically elsewhere.

OFS staffer Dara Olmsted ’00 ran an FAS green office workshop on Sept. 17, where workers took in an hour of lessons. Learning even the simple things — shut off your computer, use compact fluorescent light bulbs — makes a difference, she said.

Olmsted works out of an old house at 69 Dunster St., which in some ways is the office of the future. Aside from all the usual green office features — double-sided copies, signage on the light switches, “smart” power strips — her office keeps a compost barrel in the backyard.

There is also a blue vermiculture bin near her desk, where red wigglers and earthworms transform food waste and old paper into soil-like organic matter. (Harvard cafes and cafeterias already use composting as a standard practice and — a sign of the future? — there are compost bins on all 16 floors of William James Hall.)

But even without worms and kitchen waste, any office can quickly become a space in which less water and energy are used and where less trash is generated. “We all have a role to play,” said Olmsted. She tells workshop audiences that developing a “culture of personal engagement” is as effective as it is simple.

“Most of this was pretty easy,” said Jenny Harvey, program coordinator for sustainability at Harvard Real Estate Services, whose eighth-floor office in the Holyoke Center is applying for Green Office certification this week (Sept. 28).

She gave a breezy tour of some of the green office signposts: turn-me-off signage on light switches, a bottle-filling station, a room for tradable office supplies, a bin for scrap paper, instructions for making double-sided copies and for scanning documents to PDFs, jars to recycle batteries, and — on her desk — a tall, washable glass. The kitchen has dish detergent, a rack of cloth bags anyone can borrow, and operable curtains. Closed at night, they keep the heat in. During parts of the day, closed curtains keep solar heat out.

What makes a green office may be hard to see. In Suite 501 of Pound Hall at Harvard Law School (HLS), a visitor takes in the usual sights: shelves of books, a microwave, two copiers, a clock, soft lighting, and a pot of flowers.

But despite its mild appearance, this little office — the Environmental Law and Policy Clinic — is Harvard’s only workspace so far with a “Leaf 4” certification. The changes required are “very subtle,” said Amy Soto, staff assistant to the clinic’s director. Some are as easy as signage, a bulletin board, and a place to wash dishes.



A few floors below in Pound Hall is the HLS Media Services office, which became Harvard's first certified green workplace in April, the month the program started. "We were pretty much there already," said technician Peter Melish of the nine-person office, where cutting electricity use is the focus.

Following the certification checklist is "easy enough to do," he said. "There's no ambiguity."

The application for Leaf 1 certification is two pages long, with 24 checkboxes in nine familiar categories: energy (use less), recycling (make it easy), waste reduction (double-sided copies, for instance), publications (give readers an electronic choice), events and meetings (BYO mug), transportation (any bike racks nearby?), kitchens and break rooms (napkins with postconsumer content), purchasing (look for used furniture first), and participation (OFS offers a Web-based Green Team start-up guide.)

And while some green offices are sedate, like Suite 501, others suggest bricolage more than strict order. "There's nothing particularly green-looking about it," said Melish of the Leaf 1 Media Services space, where cameras, cable, and hard drives take up table space. But it's not looks that count in green offices, he added — "it's processes."

High-end interior design is not the order of the day

Online ►► Photo gallery: news.harvard.edu/gazette/story/2009/10/workplace-green-place

either in the office of WHRB (95.3 FM), the student-run radio station in the basement of Pennypacker Hall. The cream-painted brick hallways lead to a warren of record-lined music lounges, where decoration is more poster than Paris and more stuffed chair than stuffed shirt.

But the office and its student citizens got a Leaf 1 certification in July, said Daniel Thorn '11, a member of WHRB's administrative board. "We're improving the culture of conservation here."

Even before applying for green office status, he said, "we were very conscious of reducing our energy usage." It's a big issue in an office open 24 hours a day, seven days a week, and where the two big studios are jammed with mixing boards, CD players, turntables, computers, and other power-eating gear.

Energy consumption is already down 20 percent, said Thorn, based on three-year consumption averages — a trend reflected in all of Pennypacker. He showed a visitor the office's "vending miser" — a sensing device that shuts off the two snack machines when no one is within 10 feet.

Not long ago, "people would kind of carelessly leave things on," admitted Thorn, a history and science concentrator interested in radio technology. "Now we save a lot of energy by reminding people to be mindful."

He opened the door to a tiny sub-studio, and saw an electronic panel alight. Thorn turned a dial or two. The power went off.

That was easy.

Harvesting watts from the wind

Harvard erects its largest wind power installation to date.

By Corydon Ireland | Harvard Staff Writer

Perched on 40-foot towers, two Bergey Excel turbines began their work last month (Sept. 22), turning wind into watts for Harvard's electrical grid.

The turbines, whirling on top of Harvard's Soldiers Field Parking Garage, are each rated at 10 kilowatt-hours and represent the University's largest wind energy project to date.

They dwarf the six turbines on the edge of a roof on the Holyoke Center. Those units, each the height of a man, are rated at just 1 kwh each.

The garage-roof turbines, tucked into bullet-shaped housings of red Fiberglas, have white blades that are steered into the wind by wide red tails. They will provide more than supplementary power for the garage, said James W. Gray, associate vice president of Harvard Real Estate Services (HRES). "They expand the outward statement of sustainability that wind energy provides."

The spinning turbines, sweeping 23-foot arcs in the air, are visible from the Massachusetts Turnpike, from Western Avenue, and from points within Harvard's Cambridge campus.

HRES owns a share of the parking garage, which is next to Harvard graduate housing called One Western Avenue. Gray also gave credit for the wind project to John Nolan, director of Harvard University Transportation Services, which owns the other share.

The idea of the new turbines originated with Joseph Gregory, assistant director of sustainability at HRES. "Wind power is intermittent," he said. "I thought the cars at the parking garage wouldn't complain."

The installation was preceded by three years of work: a year of wind tests, a year of wrangling permits, and a year of site design and preparation work. Construction began early this summer.

The turbines each weigh more than 1,000 pounds. They are riveted to 1-ton steel towers that extend two stories below the garage roof.

Installer Thomas Dowd, owner of North Shore Solar and Wind Power of Beverly, Mass., explained how the wind-to-watts machines work.

He opened an access door on one turbine housing, where a large alternator creates DC (direct current) power. The juice zips through a thick black cable and down the barrel-size towers to three 60-amp fuses in a basement electricity room. An inverter flips the DC power to grid-ready AC (alternating current) power.

Energy efficiency at the 800-space, six-story garage got a recent boost from more than the wind turbines: a lighting retrofit that saves 40 percent in normal energy costs. It was part of a recent \$2 million retrofit



project at Harvard-owned parking garages.

"Because of the efficiency of the lighting," said Gray, "the wind goes a lot further."

"You have a confluence of events here," agreed Heather Henriksen, director of Harvard's Office for Sustainability, who along with Gray took in Dowd's rooftop lesson in wind power last month.

HRES is a leader at Harvard in on-site renewable energy generation, she said. "This project is a tremendous test case as we move toward achieving our greenhouse gas reduction goal."

Last year, Harvard President Drew Faust announced a pledge that the University would reduce its greenhouse gas emissions 30 percent by 2016, with 2006 as a baseline year.

HRES now has two wind generation projects in place — both "experimental," said Gray, as Harvard explores the efficacy of renewable power sources. But he called the Soldiers Field turbines a step forward both in scale and in versatility.

The small turbines on the Holyoke Center roof have a limited capacity to pivot into optimal winds. But the newer, bigger turbines — though mostly oriented to prevailing winds from the southeast — can rotate 360 degrees in a hunt for maximal wind currents.

While turning even in high winds, said Dowd, the Soldiers Field turbines will create only 32 decibels of sound — about the same as an average rooftop air conditioning unit.

Counting the height of the brick garage, the new turbines are about 120 feet in the air, well below the 200-foot limit set by federal authorities for required tower lighting.

Part of the height "is a statement," said Lee E. Phelps regarding the turbines' visibility to Harvard and its neighbors. He's assistant vice president at Jones Lang LaSalle, the construction firm that consulted with HRES on the wind project, and on its rooftop residential solar hot water projects, too.

The turbines are a simple, durable design that's been around for decades, said Jones Lang LaSalle senior project manager Chris Packard, who oversaw the installation phase of the project.

"You get them up," he said of the tower-mounted turbines, "you connect them to the power grid, and you walk away."

To Henriksen, the new wind turbines are part of Harvard's living laboratory in sustainability.

Even more, said Gray, "They make a difference right away."

President stresses culture of collaboration

Address sets tone for academic year.

By Colleen Walsh | Harvard Staff Writer

The importance of the University's mission has been heightened by the challenges of our times, President Drew Faust said Sept. 24, but Harvard must foster a new culture of collaboration across the University in order to meet those challenges.

"What we do here can make a great difference," Faust said in a speech that took the place of the president's annual welcome-back letter to the community. "While much of the world's focus is so often on near-term results, we have a distinctive opportunity to take the long view — to see the issues of the moment in the light of history, and with eyes on a horizon beyond tomorrow's headlines."

Faust told the audience in Sanders Theatre, and those watching her on a live Webcast, that institutions of higher education were uniquely positioned to contribute to the global conversation about economic uncertainty, health care inequality, and even religious and cultural strife.

"At a time when higher education faces new financial constraints, our work here has never mattered more," she said.

Setting the tone for the new academic year, Faust said that attracting and supporting top faculty, students and staff, promoting cross-disciplinary collaboration, and investing in cutting-edge research in the sciences and the humanities would continue to be priorities for the University even as it works through one of the most challenging financial periods in its history.

But she looked back frankly on the past academic year, when Harvard's endowment dropped by \$11 billion, prompting a series of cost-cutting efforts

that included a reduction in the number of staff, "many of whom had served Harvard ably for years," she said. While the steps taken by the University improved its position heading into the current academic year, it is still necessary to continue to reduce expenses, she said. "It will be a long time before the endowment recovers its steep losses," she added.

At the same time, she noted a number of initiatives already under way that would foster collaboration and help save money in areas such as technical support and procurement. "Local decision making is important for certain things we need," she said. "When each of us has discretion to decide which of 30 different shades of crimson to put on our business cards, we've carried things too far."

Adversity, she noted, is said to make one stronger, and she added that the financial constraints that the University has faced should be an incentive to re-examine some of the elements of Harvard's famously decentralized administration.

"We must embrace the opportunity, and the necessity, to work more efficiently and cooperatively," she said. "It means finding new ways, in a time of financial constraint, to benefit from what people in each part of Harvard can offer one another. In short, we must dedicate ourselves — individually and collectively — to harnessing the power of a more unified Harvard."

Smart collaboration should enhance the quality of education and research across the campus, she said, as the University prepares students to become citizens of the 21st century.

"We need to engage the world, locally and globally —

as responsible citizens committed to public purposes, as students and scholars ready to help solve complex problems with rigor and imagination, as people who live by the ethical standards we teach, as individuals who repay the privilege of being in a rare place like this by using our knowledge to help advance the well-being of people in the world beyond our walls," she said.

The new General Education curriculum, and work being done to enhance health care around the globe, were prime examples of University-wide partnerships, she said.

"Whether our endowment is \$37 billion or \$26 billion, there is a wealth of intellectual opportunity within this university. Much of it lies in probing deeper and deeper within the disciplines," she said. "But much of it lies in breaking out of our usual boxes and tapping into the resources we might find not just across the hall, but across the street, or across the campus, or across the river. We need one another to do our best work."

After her remarks, Faust took questions from members of the audience, both in the crowd and online, about everything from nuclear disarmament to the nature of the Harvard presidency. One online viewer asked if there was any way members of the staff could offer suggestions for helping Harvard meet its financial constraints.

"The answer to that is there ought to be," Faust said. Fashioning a solution on the spot, she encouraged members of the Harvard community to e-mail suggestions to her office.

Online ►► Archived Webcast of address:
<http://specialevents.isites.harvard.edu/icb/icb.do>

FACULTY PROFILE



Carpio rising

Worlds of poverty and wealth, constraint and liberation, bring literary scholar Glenda R. Carpio to Harvard stardom.

By Corydon Ireland | Harvard Staff Writer

At Harvard, students are universally well-prepared, said Carpio, but they are hobbled by another kind of shame: the fear of failing.

In 1982, Glenda R. Carpio boarded a plane in her native Guatemala and flew to New York City. She was 12 years old. She could not speak a word of English, she had never seen snow, and material wealth was as remote to her as the planet Mars.

“Snow was at least pretty,” said Carpio, who as of July 1 is among Harvard’s newest tenured professors. “English was daunting.” (She teaches both in the Africa and African American Studies Department and in the English and American Literature and Language Department.)

Behind her in 1982 was a country violently chaotic after decades of civil war. A single incident had just left her father dead, murdered on a train. Ahead of her was life with her mother, who worked as a maid for a wealthy Westchester, N.Y., family.

Without fanfare, Carpio found herself in the middle of seventh grade, at a school where poverty was unheard of, where violence was only on television, and where the only foreign-born students had parents who worked for IBM. In front of her eyes for the first

time “was the world with all its disparities,” she said of her classmates, whose privilege had narrowed their perspectives. “I saw not only the power of wealth, but also its dark side.”

Five years later, Carpio was a freshman at Vassar College in nearby Poughkeepsie, a city of uneasy racial mixes on the Hudson River. To her great shock, a bubble lay over the sedate old school of Seven Sisters fame. Just outside the gates was a parallel world of urban poverty and violence. With the move from Guatemala, said Carpio, getting from poverty to riches meant “at least there was a plane ride.”

To break out of the bubble after graduation in 1991, Carpio joined Teach for America and moved west. She taught English in public schools in heavily black and Latino Compton, Calif. “There was no sense of hope or progress,” she said of her students in that first year. “It was just a jail for them. They had to do time.”

Carpio — then barely in her 20s — learned how to prepare, to engage, and to bring meaning to lessons. “They taught me to teach,” she said of her first tough audiences — eighth-graders and fourth-graders crushed by shame and poverty. They needed “a sense of play and freedom,” she said, along with expectations of “rigor and discipline.”

Carpio brought that same sense of engagement to Harvard in 2002 after doctoral work at the University of California, Berkeley, and college teaching experience in New York City. “It has served me here,” she said of those hard-won Compton lessons. At Harvard, students are universally well-prepared, said Carpio, but they are hobbled by another kind of shame: the fear of failing.

Her scholarship has arisen in part from a dissertation that explored the cultural meaning of American slavery in late 20th century fiction — work that last year blossomed into her first book, from Oxford University Press, “Laughing Fit to Kill: Black Humor in the Fictions of Slavery.”

The book required Carpio to employ rigorous scholarship not only to the work of established black writers, but to minstrel shows, mammy figures, and the emergent edginess of stand-up comedians like Richard Pryor. “Culture,” she said, “gets made in complicated and messy ways.”

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section/campus-n-community](https://news.harvard.edu/gazette/section/campus-n-community)



**KIRSTEN BOMBLIOS:
GROWING HER OWN
ANSWERS**

Newsmakers



Trevor Martin '10 (above left) acts in a scene at the annual Human Rights at Harvard Welcome Reception on Sept. 24. Hosted by the Harvard University Committee on Human Rights Studies, the event brings together faculty, staff, and students whose interest in human rights has an impact on their scholarship, advocacy, or artistic endeavors.

Edward O. Wilson (below) has been named Commander, First Class of the Royal Order of the Polar Star, by King Carl XVI Gustaf of Sweden.



KIRWAN '79, M.P.P. '84, APPOINTED FAS DEAN FOR ADMINISTRATION, FINANCE
Faculty of Arts and Sciences (FAS) Dean Michael D. Smith Sept. 25 announced the appointment of **Leslie Kirwan** as the new FAS dean for administration and finance, effective Nov. 2, 2009. A graduate of Harvard College and the Harvard Kennedy School, Kirwan has served as the secretary of administration and finance for the commonwealth of Massachusetts since 2007.

In an e-mail message to FAS faculty and staff, Smith noted that “Leslie brings to the FAS a strong background in financial and operational management that she acquired in over two decades of service to the people of Massachusetts.

“As dean for administration and finance, Leslie will lead our administrative functions and will be a key member of the University-wide administrative team,” Smith said. “Working closely with the academic deans, she will also help me continue to address the unprecedented financial challenges, as well as opportunities and priorities, currently confronting the FAS.”

Kirwan earned an A.B. from Harvard College in 1979 and a master of public policy degree from the Harvard Kennedy School in 1984.

To read full story, visit <http://news.harvard.edu/gazette/story/2009/09/fas-dean-for-finance/>.

CPL NAMES KAREN TSE WINNER OF INTERNATIONAL ACTIVIST AWARD

The Harvard Kennedy School's Center for Public Leadership (CPL) has named legal pioneer **Karen Tse** as this year's recipient of the Gleitsman International Activist Award for her efforts on behalf of people around the world who are refused their legal rights through arbitrary arrests, torture, and denial of counsel or a fair trial.

Tse, the founder and CEO of International Bridges to Justice (IBJ), received the award and a \$125,000 prize at a ceremony in Cambridge, on Sept. 29.

As a lawyer working abroad for the United Nations, Tse saw the need that prisoners around the world had for proper legal representation — even in countries with established judicial systems. In 2000 Tse formed IBJ, an international nongovernmental organization established in Geneva to address these injustices.

BELFER CENTER ANNOUNCES 2009-10 RESEARCH FELLOWS

The Belfer Center for Science and International Affairs at the Harvard Kennedy School (HKS) has announced 32 new fellows for the 2009-10 academic year. Fellows will conduct research within the Belfer Center's International Security Program (ISP), Project on Managing the Atom (MTA), Program on Intrastate Conflict (ICP), Initiative on Religion in International Affairs, Energy Technology Innovation Policy (ETIP) research group, and The Dubai Initiative. Some fellows will also conduct research directly for the center, and others will hold joint fellowships with HKS's Carr Center for Human Rights Policy. Details on each program and fellow are available on the Belfer Center Web site.

The Belfer Center is the hub of research, teaching, and training in international security affairs, environmental and resource issues, science and technology policy, and conflict studies at HKS. The heart of the center is its resident research community with more than 50 research fellows drawn from governments, academia, and the public sector. The new fellows come from countries as diverse as Egypt, India, Iran, Israel, Italy, South Africa, and South Korea.

“The Belfer Center's research fellows bring to the center and to Harvard a rich diversity of experience, insight, and ideas,” said Eric Rosenbach, Belfer Center executive director for research. “Our fellows are selected by the center's major research programs and are expected to work collaboratively with other center researchers, as well as on their own projects.” This year's fellows, he said, “will research issues of critical significance internationally, ranging from security issues such as nuclear proliferation, terrorism, and counterinsurgency to climate change and energy policy.”

For the full list of fellows and their areas of research, visit <http://belfer-center.ksg.harvard.edu/publication/19570/>.

WILSON HONORED BY KING CARL XVI GUSTAF OF SWEDEN

Edward O. Wilson, the Pellegrino University Professor *Emeritus* at Harvard, has been named Commander, First Class of the Royal Order of the Polar Star, by King Carl XVI Gustaf of Sweden for his contributions to biodiversity research and assistance to the Swedish government during the Linnaeus centennial year.

The emblems of the award, the same given to Carl Linnaeus in the mid-1700s, were presented to Wilson by the Ambassador of Sweden Jonas Hafström on Sept. 4 in Washington, D.C.

HARVARD GRADUATE STUDENT RECEIVES \$5,000 SCHOLARSHIP

Erin Hafkenschiel, a Harvard Kennedy School student working toward a master's degree in public policy and urban planning, has been awarded an NSCS-GEICO Graduate School Scholarship of \$5,000 from the National Society of Collegiate Scholars (NSCS). NSCS is the nation's only interdisciplinary honors organization to invite first- and second-year college students, and it offers members exclusive access to scholarships, career resources, leadership, and networking opportunities.

Hafkenschiel, a native of Sacramento, Calif., became an NSCS member as an undergraduate student at the University of California, Berkeley, where she received her bachelor's degree in the political economy of industrialized societies. Hafkenschiel, who plans on using her degree toward creating more sustainable urban development by ad-

addressing social and environmental problems in cities, wants to focus on working to help build a new model of urban development for overpopulated cities in China.

FIVE FAS FACULTY MEMBERS RECEIVE TENURE

The following faculty have been named full professors with tenure in Harvard's Faculty of Arts and Sciences, effective July 1:

Glenda Carpio, professor of English and African American studies, is a scholar known for her bold examination of African-American humor as a vehicle for exploring the still-painful topic of slavery. She has been a member of the Harvard faculty since 2002. (Faculty Profile, page 15)

Caroline Elkins, professor of history, studies modern Africa, the British Empire, and 20th century counterinsurgencies. She received a Pulitzer Prize in 2006 for her first book, "Imperial Reckoning: The Untold Story of Britain's Gulag in Kenya." She has been a member of the faculty since 2001.

Erez Manela, professor of history, has studied 20th century international history from Woodrow Wilson's advocacy of self-determination in the 1910s to the eradication of smallpox in the 1970s. He has been a member of the Harvard faculty since 2003.

Marc Melitz, professor of economics, specializes in international trade theory and has developed trade models that account for differences in productivity between firms. Melitz was previously associate professor of economics and international affairs at Princeton University.

Jennifer Roberts, professor of history of art and architecture, has transformed her field's approach to American art through her scholarship. She has been on the Harvard faculty since 2002.

For complete announcements, visit www.fas.harvard.edu/home/news-and-notice/news/press-releases.shtml.

JAIN AND RODA PRESENT AT CONFERENCE

Sophomores **Isha Jain** and **Anastasia Roda** — named two of the five leading scientists under 20 in the December 2008 issue of *Discover Magazine* — have been invited to speak at the International Women's Forum's 2009 International World Leadership Conference luncheon in Miami on Oct. 8.

The International Women's Forum, which seeks to advance women's leadership across careers, cultures, and continents by connecting the world's most pre-eminent women of

significant and diverse achievement, will host nearly 1,000 professional women from more than 70 countries at the conference.

MESSAGEME SYSTEM TO BE TESTED OCT. 22

The University will test its emergency notification system, MessageMe, on Oct. 22.

A test message will be broadcast midday to the nearly 20,000 Harvard community members who have signed up for the alert system to date.

Users do not have to do anything to acknowledge receipt of the test alert. "Just delete the message after you receive it," said Stephen Rivers, telecommunications manager for University Information Systems. "The system will automatically confirm who has received our test alert and provide that data to administrators working with the system here."

In an actual extreme, campuswide emergency, users would receive directions about what actions to take to help ensure their safety. They might also be asked to pass along important information to others in their immediate area, such as a classroom, dormitory, or playing field.

Those with questions or concerns about the test may e-mail MessageMe@Harvard.edu.

Harvard community members are encouraged to sign up for MessageMe, which is free and confidential. Yearly registration with a Harvard PIN is required. To learn more, visit the Web site at www.messageme.harvard.edu/.

MessageMe is one of several alert systems the University would employ in the event of a wide-scale emergency situation. During a crisis, messages would also be posted on the University Web sites www.harvard.edu and www.emergency.harvard.edu; recorded on the special-conditions telephone line, 866.496.NEWS; e-mailed to affected groups; and delivered via campus telephones.

— Compiled by
Gervis A. Menzies Jr.

As is tradition, the Harvard Band marches through the Square prior to a Crimson football game. In this case, it was Harvard vs. Brown (Sept. 25). Harvard won, 24-21.

HOT JOBS

DIRECTOR FOR PLANNING, ANALYTICS, AND BUSINESS SERVICES REQ. 37841, GR. 060

Dining Services, PT (9/25/09)

ASSISTANT DIRECTOR OF SUSTAINABILITY AND ENERGY MANAGEMENT REQ. 37838, GR. 58

Harvard Business School, FT (9/25/09)

TECHNICAL SUPPORT ENGINEER REQ. 37835, GR. 56

Faculty of Arts and Sciences/FAS IT, FT (9/24/09)

ASSISTANT DIRECTOR, DEVELOPMENT COMMUNICATIONS REQ. 37830, GR. 57

Harvard Law School, FT (9/24/09)

ASSISTANT DIRECTOR OF ANNUAL GIVING REQ. 37820, GR. 56

Harvard Medical School, FT (9/24/09)

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 and/or for more information on these and other listings, please visit our Web site at www.employment.harvard.edu to upload your resume and cover letter. 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, targeting the right opportunities, and successful interviewing techniques. Sessions are typically held monthly from 5:30 p.m. 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 <http://employment.harvard.edu/careers/findingajob/>.



Photo by Kris Snibbe | Harvard Staff Photographer

Around the Schools



Harvard Law School

Held every three years, the Holmes Lectures at Harvard Law School (HLS) are the institution's most prestigious talks honoring a most prestigious legal scholar. The lecture series was established in 1954 as a result of the 1861 bequest of Oliver Wendell Holmes Jr., an HLS graduate and associate justice of the United States Supreme Court from 1902 to 1932.

On October 5, 6, and 7, HLS will host New York University School of Law Professor Jeremy Waldron for the Holmes Lecture series. Waldron, whose well-known scholarship focuses on political theory and jurisprudence, will deliver three lectures on the theme "Dignity and Defamation: The Visibility of Hate."

Born and educated in New Zealand, Waldron earned his doctorate in legal philosophy from Oxford University, where he studied under legal philosopher Ronald Dworkin and political theorist Alan Ryan. He has held appointments at the University of Edinburgh, Boalt Hall at the University of California, Berkeley, Princeton University, and Columbia University. Waldron's books include "God, Locke, and Equality: Christian Foundations of Locke's Political Thought" and "Law and Disagreement."

Past lecturers have included United States Judge Learned Hand, Supreme Court Justices Antonin Scalia and Stephen Breyer, and Felix Frankfurter Professor of Law Cass Sunstein.

The lectures will begin at 5:15 p.m. in the Austin Hall North classroom on the HLS campus.

— Emily Dupraz



Faculty of Arts and Sciences

Last year, Harvard pledged to reduce its greenhouse gas emissions 30 percent by 2016. That means a citylike University with hundreds of buildings and thousands of people will have to reduce the energy it uses on the grand scale of heating systems, chiller operations, and vehicle fleets.

The same Harvard pledge will also require changes on a personal scale, like the ones under way at Harvard's Department of Romance Languages and Literatures. About 40 faculty in Boylston Hall — after planning meetings in the spring — now collectively apply a scholarly rigor to saving energy and materials.

Starting this past summer, the department leased one copy machine instead of three. Each professor was given a quota for copies, based on the number of courses and students. Two new scanners — less energy-intensive than copiers, and paper-free — are used to turn documents into PDFs. "So far, people are fine with it," said department Chair Virginie Greene.

The department also has monthly meetings, where agendas, new policies, and other materials were once copied and distributed. Now presentations are paperless — a trend that Greene sees in the classroom too, where more and more teachers use PowerPoint and upload readings to Web sites.

— Corydon Ireland



Harvard Business School

A group of Harvard Business School (HBS) students has developed a project aimed at fighting home foreclosures.

This fall the students will partner with the Homeownership Preservation Foundation (HPF), a nonprofit dedicated to reducing foreclosures and preserving homeownership for American homeowners.

The second-year HBS students will work with the organization on a variety of field studies aimed at helping struggling homeowners. In collaboration with members of the HPF team, the HBS students will design and implement new management strategies, including marketing, operations, and social media methods.

"As we read in the newspaper every day, the threat of foreclosure continues to place many American families in jeopardy," said HPF President Colleen Hernandez. "HPF is committed to doing our part to stem this tide, and we are thrilled to support the development of Harvard Business School's graduate students as they contribute their practiced business expertise to support our mission of preserving homeownership."

This past spring, students involved in the project traveled to Minneapolis where they met with members of the nonprofit to develop the plan.

— Colleen Walsh

Online ►► news.harvard.edu/gazette/section/campus-n-community



Harvard School of Public Health

The Harvard School of Public Health has been taking the public's temperature lately on health topics, including swine flu and health care reform. The most recent survey, released Sept. 28, checked the public's opinion on the Massachusetts 2006 health care reform law, finding that a majority, 59 percent, approved of the law. That total is less, though, than the 69 percent that approved of it last year.

The survey is just the latest conducted by researchers at the School, together with various partners. Earlier this month, the School found that 80 percent of businesses foresee severe problems keeping their operations going if there's a significant H1N1, or swine flu, outbreak that keeps half their employees at home.

Prior to that, a July survey found that six in 10 Americans believed there would be a significant outbreak of H1N1 this fall, while a May survey found that many Americans had taken steps to protect themselves against the ailment.

The current survey, conducted with the Boston Globe, asked 506 randomly selected Massachusetts residents ages 18 or older their opinions about the Massachusetts health care reform law, which was designed to provide coverage for nearly all state residents. It found that, despite the economic recession, the vast majority favored continuing the law: 57 percent with some changes and 22 percent as is.

The poll was conducted by telephone between Sept. 14 and 16. It has a margin of error of plus or minus 5.5 percent.

— Alvin Powell



Radcliffe Institute

Frances Addelson '30 is now a retired social worker living in Brookline, Mass. In 1926, she was a freshman at Radcliffe, a year before Charles Lindbergh flew across the Atlantic to Paris. In those days, Radcliffe students could not wear bobby socks in Harvard Square, walk through Harvard Yard unescorted, or study at Widener Library except in a segregated room.

Gender restrictions loosened by World War II, and nearly disappeared in the 1970s. In 1999, Radcliffe took on a more free, independent, and powerful role than anyone in Addelson's time could have imagined. It became the Radcliffe Institute for Advanced Study, one of Harvard's most important intellectual crossroads.

The Radcliffe Institute's first decade is being celebrated this fall, starting with a two-day symposium Oct. 8 and 9 — a star-power taste of the institute's signature interdisciplinary exchanges. (See <http://www.radcliffe.edu>.) In the past 10 years, Radcliffe has sponsored seven science symposia, six gender conferences, and 41 Dean's Lectures. It has funded 90 "exploratory and advanced seminars," which are short-term, frontier-seeking collaborations among scholars.

Radcliffe has also hosted more than 450 Fellows since 2001 — men and women ascendant in the creative arts, humanities, social sciences, mathematics, and the natural and physical sciences. (Applications to date: 6,500.)

— Corydon Ireland

COMMUNITY AFFAIRS

ALLSTON-BRIGHTON FAMILY FOOTBALL DAY, OCT. 24

Allston-Brighton residents and their families are invited to join the Harvard Crimson at the 20th annual Allston-Brighton Family Football Day on Oct. 24. The event offers Allston-Brighton football fans, young and old, complementary tickets and lunch at a football game each season.

Harvard and Princeton will face off at Harvard Stadium. Kickoff is at noon. This year's pregame event will take place at McCurdy Track on North Harvard Street next to Harvard Stadium beginning at 10:30 a.m. To reserve tickets and lunch, contact Jim Barrows at Harvard Public Affairs and Communications at 617.495.4955 or jim_barrows@harvard.edu.

CAMBRIDGE COMMUNITY DAY, OCT. 17

The Crimson's second home game of the season celebrates Harvard's Cambridge neighbors. Cambridge residents are invited to join the Harvard community at Harvard Stadium to cheer on the home team as the Crimson face off against Lafayette College on Oct. 17.

Kickoff is at noon. To reserve tickets and lunch, call 617.495.4955 or send an e-mail to community@harvard.edu. The annual Cambridge Community Day event is sponsored by Harvard Public Affairs and Communications and Harvard Athletics.

HARVARD SUPPORTS BRIAN HONAN ROAD RACE

For the fifth year, Harvard University sponsored students, faculty, and staff running in the Brian Honan Road Race. This year, 100 Harvard participants ran in the annual 5K on Sept. 20. The race benefits the scholarship funds of the Allston Board of Trade and the Brighton Board of Trade, as well as the Brian J. Honan Charitable Fund, which supports programs in education, recreation, housing, and health care. The Harvard contingent joined other local colleges and area residents for the race, which was the largest in its history, with more than 1,000 registered runners.

"The Brian J. Honan 5K is a wonderful annual event that we hold in honor of my brother, Brian, to raise money for causes he championed," said State Rep. Kevin G. Honan. "The participation of the Harvard students helps make this event a huge success. Congratulations to the Harvard runners for winning in the college divisions."

— Joshua Poupore and Lauren Marshall



OBITUARIES

Eisenberg, pioneering child psychiatrist, 87

Leon Eisenberg, the Maude and Lillian Presley Professor of Social Medicine *Emeritus* at Harvard Medical School (HMS), died on Sept. 15 at the age of 87. A child psychiatrist, Eisenberg is known around the world for innovative research in autism, groundbreaking advances in pediatric clinical trials and psychopharmacology, and integration of social experience into the study of disease. He also was a leader of the Medical School's affirmative action program, established in the wake of Martin Luther King Jr.'s assassination in 1968. Recently, Eisenberg had advocated for a rigorous code of ethics to avoid conflicts of interest in medicine and for depression screening in the primary care setting. In June, he was recognized by Children's Hospital Boston with an endowment in his name.

To read Eisenberg's full obituary, visit <http://news.harvard.edu/gazette/story/2009/10/leon-eisenberg>.

SEAS, FAS professor Robinson dies at 76

Allan R. Robinson, Gordon McKay Professor of Geophysical Fluid Dynamics *Emeritus* at Harvard's School of Engineering and Applied Sciences and the Department of Earth and Planetary Sciences in the Faculty of Arts and Sciences, died on Sept. 25 at the age of 76.

Described by his family and colleagues as a deep thinker and "founding father," Robinson will be most remembered by his close friends for his powerful intellect and presence and his profound influence as a leader and mentor to generations of students.

Born in Lynn, Mass., in 1932, Robinson was a pio-

neer of theoretical and numerical ocean modeling, making major contributions to fundamental physical and interdisciplinary ocean science and dynamics. He earned his B.A., magna cum laude, M.A., and Ph.D. degrees, all in physics, from Harvard.

Robinson is survived by his wife, Marguerite, whom he met in college, three children, and six grandchildren. A memorial service will be held for Robinson in the spring.

Liem, professor of ichthyology, dies at 74

Henry Bryant Bigelow Professor of Ichthyology Karel Frederik Liem, an expert on the functional anatomy, evolution, and physiology of fishes and curator of ichthyology in the Museum of Comparative Zoology (MCZ), died on Sept. 3 at the age of 74. Liem had devoted 37 years of his life to research and to the education of students at Harvard, and he won teaching awards from the University of Illinois and from Harvard. Liem also served as co-master of Dunster House with his wife, Hetty, for 12 years.

His lectures were celebrated among students for their depth and eloquence, for the way Liem filled the blackboard with free-flowing multicolored drawings, and, above all, for the humor he traded freely with his students.

Liem leaves behind his wife, Hetty Khouw Liem; a son, Karel F. Liem Jr.; and a daughter, Erika Liem. A memorial gathering is planned at the MCZ later this fall.

To read Liem's full obituary, visit <http://news.harvard.edu/gazette/story/2009/09/karel-liem/>.

MEMORIAL SERVICES

**Hanna Machlup Hastings, Oct. 17**

A memorial service for Hanna Machlup Hastings, former House master and Harvard School of Public Health (HSPH) administrator, will be held at 2 p.m. on Oct. 17. The service will take place at Pforzheimer House (56 Linnaean St.) in the Holmes living room. A reception will follow.

Hastings, who died peacefully in her sleep on June 15

after a long struggle with Parkinson's disease, moved to the Boston area after her husband Woody was appointed to the Harvard faculty. In 1976, she and her husband were appointed co-masters of North (now Pforzheimer) House at Harvard — a post they held for 20 years. During that time Hanna completed an M.Ed. at the Harvard Graduate School of Education and served as director of student affairs at HSPH for 10 years.

Samuel H. Beer, Oct. 2

A memorial service in Memorial Church will be held for Samuel H. Beer, longtime professor emeritus of government at Harvard, on Oct. 2 at 3 p.m. He died April 7 at the age of 97. Rev. Professor Peter J. Gomes, the Plummer Professor of Christian Morals and Pusey Minister in the Memorial Church, will preside and a reception will be held afterward at the Faculty Club. For more information, call (617) 868-7938.

To read Beer's full obituary, visit <http://news.harvard.edu/gazette/story/2009/04/samuel-h-beer-harvard-scholar-dies-at-97/>.

MEMORIAL MINUTES

**Charles McCabe
Faculty of Medicine**

Charles McCabe, senior surgeon and senior physician in emergency services at Massachusetts General Hospital and professor of surgery at Harvard Medical School (HMS), died July 7, 2008, after a protracted battle with melanoma, lymphoma, and multiple sclerosis. McCabe became the quintessential teacher of surgery at HMS and was a mentor to many future leaders of surgery.

To read the full Memorial Minute, visit <http://news.harvard.edu/gazette/story/2009/10/charles-mccabe/>.

**Ernest Edward Williams
Faculty of Arts and Sciences**

At a Meeting of the Faculty of Arts and Sciences on May 19, 2009, the Minute honoring the life and service of the late Ernest Edward Williams, Professor of Biology, *Emeritus*, and Alexander Agassiz Professor of Zoology, *Emeritus*, was placed upon the records. Ernest Williams' work on anole evolution synthesized a wide variety of fields.

To read the full Memorial Minute, visit <http://news.harvard.edu/gazette/story/2009/10/ernest-williams/>.

ATHLETICS IN BRIEF

HARMS NAMED IVY PLAYER OF THE WEEK

For the second time this season, goalkeeper **Austin Harms** '12 of the Harvard men's soccer team has been named the Ivy League Player of the Week.

The Crimson keeper, who was also named Ivy Player of the Week on Sept. 14, has three shutouts so far this season, and this past week recorded three saves in Harvard's 1-0 win over New Hampshire (Sept. 23) and three saves in their 1-0 loss to No. 3 Wake Forest (Sept. 26).

Although the No. 6 Crimson fell to Wake Forest, Harms kept Harvard close with his play in the net, and is much of the reason for the Crimson's 6-1 start, having recorded 22 saves so far this year.

Harms and the Crimson travel to New Haven, Conn., Saturday (Oct. 3) to open up league play against Yale.

WOMEN'S SOCCER SNEAKS BY PENN, 3-2

The Harvard women's soccer team (2-5-1; 1-0 Ivy League) started league play with a win this past Saturday (Sept. 26), taking down the Penn Quakers (3-2-2; 0-1 Ivy League) in their Ivy League opener, 3-2.

Despite conceding the game's first goal in the 12th minute, the Crimson overcame the early deficit with two first-half goals from Christina Hagner '10 and Melanie Baskind '12, going into the half up 2-1.

Starting the second half, Penn committed a costly foul that would eventually seal their fate. Junior forward Katherine Sheeleigh drew a foul in the penalty box for the Crimson, and Lizzy Nichols '10 converted on the eventual game winner in the 52nd minute.

The Quakers tried to rally late, cutting the deficit to 1 at the 69:04 mark, but it wasn't enough as the Crimson secured their second

win of the season and their first win in the past five games.

No strangers to slow starts, last year Harvard started the season 3-3-3, before going undefeated in the final eight games of the season to finish with a 10-3-4 (5-1-1 Ivy League) record.

Saturday (Oct. 3) the Crimson will travel to New Haven, Conn., to face the Yale Bulldogs. Last season Harvard defeated Yale, 3-1.

CRIMSON FOOTBALL EDGE BROWN IN HOME OPENER

In 2008, the Harvard Crimson football team and the Brown Bears shared the Ivy League championship, but Friday (Sep. 25) night Harvard refused to share.

Avenging last year's only loss — in which Harvard fell to Brown, 24-22 — the Crimson downed the Bears by a score of 24-21 for their first win of the season.

Junior quarterback Collier Winters, a week after losing his first-career start in a 27-20 loss to Holy Cross, led the charge for Harvard (1-1; 1-0 Ivy League) with 18 completions on 27 attempts for 223 yards passing and three touchdowns (one rushing touchdown). Winters also ran for a game-high 66 yards on 13 attempts.

For his efforts, Winters was named Ivy Player of the Week on Monday (Sept. 28). In two games this season, the Crimson quarterback has 418 yards passing, has a 62.5 completion percentage, and has thrown for four touchdowns and no interceptions. Winters also leads the team in rushing yards with 106.

On Saturday (Oct. 3) the Crimson will travel to Bethlehem, Penn., to take on the Lehigh University Mountain Hawks. Kickoff is set for 12:30 p.m.

— Compiled by Gervis A. Menzies Jr.



Crimson midfielder Melanie Baskind '12 tallied her first goal of the season on Sept. 26 to put the Crimson up 2-1.

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

ON THE JOB (AND OFF)

Bringing plants and technology together

By Sarah Sweeney | Harvard Staff Writer



As an editor at the Harvard Herbaria, Donna Tremonte finds plenty of pressing paperwork, but it's her love of field research that keeps her coming back for more.



Donna Tremonte's three computers sit inside the small sunlit office she occupies at the Harvard Herbaria. One is a Mac, two are PCs — one with Windows, the other Linux. Tremonte needs all three to monitor the appearance and content of the Herbaria's databases and Web site.

As the managing editor of the Harvard Papers in Botany and the Herbaria's Web content manager, Tremonte has a life mired with technology and plants, two contrary things that, somehow, just make sense to her.

"I was always interested in environmental issues. With plants, there are so many interesting ecological interactions to explore," she says. "I thought it would be a peaceful lifestyle."

While an undergraduate at Boston University, Tremonte was inspired by a botany professor's encouragement to further investigate plants. After graduation, she accompanied her mentor on a trip to Africa to research a single plant among its vast diversity. The plant was *Welwitschia mirabilis* — and Tremonte was immediately enamored. With only two leaves that continuously grow, the leaves eventually split, transforming into something untamed and unusually glamorous.

Last fall, Tremonte flew to Venezuela to collect plants — "I love field research," she reveals. She stayed at a military facility for 10 days, one of the highlights of her career.

"Every morning we hiked into the Andes and documented the species growing along our routes," she says. "Just before sunset we made our way out of the

forest to record and press the plants in newspaper. We found several new species, and the lush surroundings made it feel like we were in another world."

Less exotic is Tremonte's twice-weekly trek to the Extension School, where she's earning her A.L.M. in Information Technology: Multimedia and Creative Content.

Tremonte's knowledge of plants — she is quick to identify almost anything — aids her in work at the Arnold Arboretum in Jamaica Plain, where she lives. She's been a volunteer there since 2002, giving tours and participating in annual festivals such as Lilac Sunday. For three summers she taught an invasive plant course and a botany class for gardeners, but relishes entertaining children taking tours with the joys of plants.

"I like to make it fun for them," she says. "More sensory activities — touching mosses and leaves — or having them guess how tall a tree is."

But Tremonte is most active in her own backyard. "I bought a small condo in 2006, and I had a little bit of a rough start," she says.

"The backyard had these weird orange crop circles of mulch," she says, laughing. "There were overgrown trees, no grass, and mounds of dirt."

She leveled the dirt and planted grass, then added an organic garden where she grows heirloom vegetables like eggplant, artichokes, and tomatoes.

"Just don't ask me what my favorite plant is," she says with a sigh. "I like them all."

Calendar

HIGHLIGHTS FOR OCTOBER 2009

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

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

The deadline for Calendar submissions is Wednesday by 5 p.m., unless otherwise noted. Calendar events are listed in full online. Please submit events via the online form at news.harvard.edu/gazette/calendar-submission. E-mail calendar@harvard.edu with questions.

OCT. 1

Thursday Midday Recital Series.
Adolphus Busch Hall, 29 Kirkland St., 12:15-1:15 p.m. Recitals are performed on the Flentrop organ weekly through Nov. 19. Free and open to the public. Audience members are encouraged to bring a lunch.

OCT. 4

Weld Boathouse Art Reception.
Weld Boathouse, 4-6 p.m. A wine, cheese, and jazz reception for the dedication of a permanent suspended glass installation at Weld Boathouse. The art was entirely designed, made, and installed by Ellen Kennelly '85, and was completed over the summer.

OCT. 5

Saving the World's Women.
Room G1, Snyder Auditorium, HSPH, 677 Huntington Ave., noon. Nicholas D. Kristof, op-ed columnist, The New York Times, and Sheryl WuDunn, former foreign correspondent, The New York Times, will discuss their new book, "Half the Sky: Turning Oppression into Opportunity for Women Worldwide," which documents the enormous effect that education of women and girls will have in combating the world's most pressing prob-



lems. A booksigning will follow in Kresge Room 110. An on-demand Webcast will be available soon after the event at www.hsph.harvard.edu/research/chc/.

OCT. 13

The Future of Energy.
Science Center D, 1 Oxford St., 5 p.m. Michael Skelly, CEO, Clean Line Energy Partners. Free and open to the public. www.environment.harvard.edu.

OCT. 14

The Poet's Voice: Michael Dickman & Louise Glück.
Edison-Newman Room, Houghton Library, 6 p.m. Former U.S. poet laure-

ate Louise Glück, author of "A Village Life," and Michael Dickman, author of "The End of the West," share the stage and their intense topographies in the Woodberry Poetry Room's first Poet's Voice reading of the season. 617.495.2454.

OCT. 15

Science Soiree with Robert Lue.
Ball Room, Loeb House, 17 Quincy St., 5:30-7:30 p.m. Lue presents his mesmerizing "Inner Life of a Cell" animation showing a number of intracellular processes. RSVP required. Cost is \$40 for nonmembers; free for members. For more information: 617.495.4313, neighbors@harvard.edu, www.neighbors.harvard.edu.

OCT. 8-JAN. 3

Sleep No More.
The A.R.T. presents the award-winning British theater company Punchdrunk in its U.S. debut with "Sleep No More," an immersive production inspired by Shakespeare's "Macbeth," told through the lens of a Hitchcock thriller. The audience will have the freedom to roam the environment and choose what to watch and where to go. Call 617.547.8300 or visit www.amrep.org for more information.



Photo by Stephen Dobbie & Lindsay Nolan



Harvard Rituals: Wednesday Tea

“Thank you for coming to tea. We’ll see you next week.”

Tea pourer Sally Fay Cottingham has enjoyed Wednesday Tea at Sparks House for more than a decade. “It’s an honor to pour tea and it’s fun to be a part of the Sparks House community,” she said.

The Rev. Professor Peter J. Gomes, the Plummer Professor of Christian Morals and Pusey Minister in the Memorial Church, laughs while remembering the

humble beginnings of his passion for tea parties as a member of the Harvard Divinity School Class of 1968. “Every House master used to have a tea — because of free eats Tuesday, Wednesday, Thursday, and Friday, I went to a different tea every day as a grad student.”

Since 1974, Gomes has hosted Wednesday Tea, an event that is both practical and social. “It picks you up at a flabby part of the day. I love having people at my house and I love having them on this occasion. I also like trying to figure out who’s here. There are boys, girls, old people, young people — you never know who’s going to show up,” said Gomes.

Photographs and text by Kris Snibbe
Harvard Staff Photographer

